



Islamic Republic of Afghanistan

The Independent Directorate of Local Governance (IDLG)

District Delivery Program Secretariat

**Support to the
District Delivery Program**

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I. Background

1.1 District Delivery Program

The objective of the District Delivery Program (DDP) is to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities.

The District Delivery Program is a process that results in a package of services to be delivered to the districts. It aims to establish or visibly improve the government capacity at the local level in key terrain districts. It is not meant to replace ongoing activities in those districts. Parallel planning at the national and local level will preclude duplication of effort.

The District Delivery Program is centered on two principles: 1) the Provincial Governor and District Governors offices, in conjunction with line Ministries, deliver services; and 2) that the services provided are a result of a consultative process with a local Council (representative body of the people).

The ability to move freely around the district with minor exception is assumed at the time of the insertion of a District Delivery Package. Deployment of the package will be synchronized with military activity, as well as the presence and activities of trained police officers. Consideration will be given to both freedom of movement within a district, and between district and provincial center.

The process, and therefore package, is built on ensuring or developing human capacity as foundational for all other development activity. Government employees will be trained by the Civil Service Institute and a support team from Kabul. Any temporary staff must transition their duties to permanent and trained staff from the local area. Also critical is rapid progress in addressing the most pressing needs of the district, as defined locally with the support of national level ministries: access to justice, health and education improvements, the start of critical infrastructure, and an increase in local employment.

With limited time and resources, the DDP will focus on 80 key target districts in which nearly 61% of the population resides. This focused prioritization will help to achieve stability in Afghanistan within the resources available.

The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior.

1.2 IDLG Role in District Development Program

The Independent Directorate of Local Governance (IDLG) will play a coordinating role in developing and enabling the District Delivery Program – process and packages. A central, cross-ministerial support team based in Kabul is necessary to successfully and rapidly implement the District Delivery Packages and will operate along five main lines: 1) administration and general management support; 2) regular assessment, monitoring and evaluation, and ground-truthing; 3) planning and other preparation of delivery packages; 4) technical advisory and assistance in the provinces and districts; 5) consultation with other program managers and deputy ministers. The primary focus of this team will be to support the District Governor, his administration, and the local representatives of the central line ministries with all means available.

IDLG's role in the District Delivery Program is based on its mandate, which makes it responsible for 'establishment of a system of good governance in provinces, districts and municipalities'. IDLG Strategic Workplan for 1387-1391 defines IDLG's mission as to consolidate peace and stability, achieve development and equitable economic growth and to achieve improvements in service delivery through just, democratic processes and institutions of good governance at sub-national level thus improving the quality of life of Afghan citizens. To pursue this mission, IDLG set three strategic goals:

- Establish and strengthen government institutions at the sub-national levels in order to ensure people's participation in governance and to achieve measurable improvements in the delivery of services and the protection of rights of all Afghans.
- Create and support opportunities for citizens and stakeholders to participate in governance at the sub-national level;
- Ensure that sub-national governance institutions play an active part in facilitating the delivery of national activities and programs to improve the wellbeing of the Afghan people.

IDLG works towards achievement of these goals through and together with provincial and district governors' offices as well as through municipal administrations, for which it is directly responsible. It is the central coordination role of provincial and district governors confirmed by Presidential Decree No 2442 of 2008 that places IDLG strategically for support of the District Delivery Program through better coordination and cohesion of all relevant actors at the central and subnational levels. Whereas other participating ministries and agencies have sector-specific programs and projects, the IDLG main task during the District Delivery Program is to ensure adequate governance arrangements for DDP implementation. Creation of a DDP Secretariat as described in the following sections serves this purpose.

II. Project Overview

2.1 Rationale

The comprehensive nature of the District Delivery Program serving as an umbrella for sector-specific programs and projects run by individual ministries and agencies requires reliable and continuous coordination at the central and local levels. Creation of the District Delivery Program Secretariat will address the fundamental coordination issues in four areas as below.

- *Effective coordination between the implementing ministries and agencies at the central level.* Implementation of a program as complex as the District Delivery Program requires that the implementing partners have continuous access to most updated information related to DDP implementation. Serving as an information hub for the program, the DDP Secretariat will ensure timely collection, safeguarding, processing, analysis and distribution of program information to all relevant stakeholders. The Secretariat will also contribute to the planning of delivery packages and will advise on and monitor their sequencing as appropriate.
- *Effective coordination between the implementing ministries and agencies and local governance structures.* Although central ministries usually have their own methods of coordination and channels of information, the effectiveness of these may be diminished due to the limited number of local stakeholders involved, insufficient comprehensibility of this information and lack of outreach channels. Yet, good understanding and sharing of the DDP goals and objectives at the local level is crucial for the success of the program. The Secretariat will ensure the timely dissemination of the information coming from the central ministries across the governance infrastructure at the district level with the assistance of the provincial and district governors' offices and Provincial Councils. Likewise, the Secretariat will facilitate the conduct of public information campaigns in cooperation with the relevant ministries, central and local media and local stakeholders.
- *Effective coordination between local governance structures and the implementing ministries and agencies.* Information coming from local communities is critically important both for formulation of the program, including its specific targets and benchmarks customized to the actual community needs, and for establishing the outcomes and impacts of the program through continuous feedback from subnational governance institutions. The DDP Secretariat will facilitate this upward information flow by collecting baseline information, including stakeholder analysis, on the current situation in the target districts and providing it to the implementing ministries, providing technical expertise to the stakeholders at the district level to enable them to communicate their needs to the implementing ministries in a technically sound and acceptable manner and facilitate participatory monitoring and evaluation and regular feedback to the ministries concerned. In doing so, the Secretariat will make special efforts to ensure that women's voice is clearly heard and fairly represented.
- *Effective coordination between stakeholders at the district level.* Sharing of information between relevant stakeholders at the district level presents a significant challenge due to

lack of communication and absence of effective coordination mechanisms both within the district administration and between the district administrations and other stakeholders. The Secretariat will work in cooperation with the implementing ministries and district administrations to make operational the coordination arrangements described in the District Operating Manual jointly approved by IDLG and IARCSC. These arrangements include regular meetings of the District Administrative Assembly, village heads' meetings, institutionalized interaction with traditional tribal institutions and so on. The Secretariat will endeavor to engage women and women's organization as well as other marginalized groups in the process of local coordination to ensure that their concerns are properly accounted for.

These complex coordination tasks require creation of a dedicated structure or structures. A central office attached to a program will be the central element of such a coordination system. Good international program management practices, such as the Managing Successful Programs (MSP™), emphasize the additional value a Program Office has:

- *Provision of services to sectoral programs and individual projects.* A well-designed and appropriately resourced program office can provide invaluable services to programs and projects, ranging from administration (including coordination) to specialist expertise (such as risk management or finance) to specialist activities such as running program and project management tools. Establishment of a DDP Secretariat will leave the program teams in line ministries free to focus on the business of running their programs and concentrating their expertise to ensure success.
- *Reduction of program risks through capacity development.* The program office often has access to considerable program and project management expertise. The DDP Secretariat will help to coach and mentor less-experienced program and project personnel, particularly in the field. It will also offer specialist advice in the area of program and project management to other DDP stakeholders. This will reduce one aspect of the risk to the program and will help develop program management staff.

Lastly, the project will serve to improve and mainstream program management in the IDLG activities using the elements of PRINCE2 and MSP™ methods.

2.2 Goal and Objectives

The overall goal of the project is to ensure implementation of the District Delivery Program by creating an effective coordination mechanism at the central level.

The project has three main objectives:

- *Maintain a holistic orientation of the District Delivery Program to ensure that its constituent programs and projects mutually complement and reinforce one another within the larger framework of the Afghanistan National Development Strategy.* DDP needs strategic direction and an overall implementation framework covering all aspects and components of the program consistent with the ANDS goals and targets and sector strategies. The DDP

Secretariat, operating under the supervision of the DDP Working Group at the ministerial (or deputy ministerial level) will support such strategic direction through a centralized databank reflecting the actual status of the program as well as through regular information exchange, monitoring and evaluation with the participation of all relevant stakeholders. The Secretariat will be responsible for aligning district delivery packages with the ANDS and sector strategies. The Secretariat will play the leading role in ensuring result orientation throughout the life of the program based on performance matrices allowing tracking of progress towards various levels of results, from impacts to outcomes and outputs. The Secretariat will assist the central ministries in collection of baseline information in districts to facilitate setting indicators and benchmarking.

- *Improve conditions for program and project implementation by individual ministries and agencies in the field.* Successful implementation of particular projects by individual ministries is impossible without engagement and support of relevant local actors and understanding of the local conditions. The DDP Secretariat will ensure the link between the implementing ministries and the relevant subnational governance structures through the offices of provincial and district governors and Provincial Councils and will supply the ministries with information on local conditions to facilitate program and project planning and implementation.
- *Improve local engagement in program and project implementation and service delivery.* The success of the District Delivery Program hinges on the extent to which the program meets the actual needs and expectations of the local communities. This in turn requires that the local communities should be able to formulate their needs and to express them in technical terms. By making technical expertise available at the district level through a mobile advisory team, the DDP Secretariat will ensure that the community needs are properly expressed and reflected and that subnational governance structures are informed about DDP progress and take part in monitoring and evaluation of individual projects. The Secretariat will work towards improving the local understanding and ownership of the DDP through public awareness and information campaigns. The Secretariat will also place special emphasis on the engagement of women and other marginalized groups to ensure that their interests are fairly represented.

2.3 Outcomes

The project's outcomes will include

1. Holistic and well-coordinated implementation of the District Delivery Program, including
 - strategic direction of DDP implementation through support to the DDP Working Group and regular sharing of information and best practices between all stakeholders involved at the central and subnational levels

- availability of a central database with regularly updated information related to DDP implementation, including issue and risk tracking, continuous stakeholder analysis, and performance tracking
 - result oriented implementation of the District Delivery Program based on the availability of relevant instruments, such as the logical framework, performance tracking matrix, monitoring and evaluation plan and others
2. Improved local conditions for implementation of sector projects and interventions in the field, including
- improved ability of central line ministries to reach out and coordinate with a wider range of subnational governance structures and beneficiaries with the assistance of provincial and district governors' offices, Provincial Councils and other stakeholders at the district level
 - improved access to information on local conditions and more effective program and project implementation, monitoring and evaluation by central ministries through regular update and information exchange with the Secretariat's mobile advisory team
 - more effective planning and implementation by provincial and district line departments and DDP teams due to expert support and technical assistance by the specialists of the mobile advisory team
 - improved communication between various stakeholders at the district level due to introduction of more effective coordination arrangements described in the District Operating Manual with the support of provincial and district governors' offices
3. Improved local engagement in and ownership of the District Delivery Program, including
- improved public understanding of the DDP's goals and objectives and the role of the Government of Afghanistan in service delivery through consistent public outreach and awareness campaigns supported by the DDP Secretariat
 - improved quality of communities' project proposals due to expert support and technical assistance by the specialists of the Secretariat's mobile advisory team
 - participatory monitoring and evaluation of service delivery packages with the support of provincial and district governors' offices and technical assistance of the Secretariat's mobile advisory team
 - better engagement of women and other marginalized groups in all stages of DDP implementation, from planning to monitoring and evaluation through a process of public consultations

III. Project Strategy

3.1 Managing Successful Programs (MSP™) Approach

MSP defines program management as the action of carrying out the coordinated organization, direction and implementation of a dossier of project and transformation activities (i.e. the program) to achieve outcomes and realize benefits of strategic importance to the business.

The DDP Secretariat will operate as a Program Office whose core function is to provide an information hub for the program. In line with the MSP approach, this will involve the following:

- *Tracking and reporting*: tracking measurements, reporting progress of service delivery packages implementation against plans
- *Information management*: holding master copies of all program information, generating all necessary quality management documentation, maintaining, controlling and updating program documentation
- *Risk and issue tracking*: following up on risks and issues through risk/issue owners and tracking changes in the status of risks and issues
- Analyzing *interfaces* and *critical dependencies* between sectoral service delivery packages and recommending appropriate actions to the DDP Working Group
- *Maintaining the list of stakeholders* and their interests
- *Quality control*: establishing consistent practices and standards adhering to the program governance arrangements, including project planning, reporting, change control, analyzing risks and maintaining and updating the Risk Log for the program
- *Change control*: registering changes for subsequent investigation and resolution, monitoring items identified as requiring action, prompting timely actions, and reporting on whether required actions have been carried out
- Providing *a strategic overview* of all program components and their interdependencies and *reporting* upward to senior management (the DDP Working Group)
- Providing *consultancy-type* services to other components of the program and programs run by other ministries throughout the lifecycle of the program, ensuring a common approach is adopted and sharing good practices
- Carrying out *health checks* and advising on solutions during the lifetime of the program and individual projects; for example, facilitating capacity development events involving project teams, stakeholders and members of the program team.

3.2 Open Methods Coordination

Considering the multi-agency nature of the District Delivery Program, the Secretariat will adopt the Open Method of Coordination (OMC) widely used in the European Union. This method rests on soft law mechanisms such as guidelines and indicators, benchmarking and sharing of best practice.

In sum, OMC is based on the following pillars:

1. fixing guidelines for the program, combined with specific timetables for achieving the goals which the participating ministries set in the short, medium, and long terms;
2. establishing, where appropriate, quantitative and qualitative indicators and benchmarks against the best in the country or the region and tailored to the needs of different regions and sectors, as a means of comparing best practice;
3. translating these programmatic guidelines into sectoral and provincial (district) policies by setting specific targets and adopting measures, taking into account sectoral and regional differences.
4. regular monitoring, evaluation and peer review, organized as mutual learning processes

IV. Project Design

4.1 Project phasing

The project is designed in three consecutive phases: inception, mid-term and institutionalization lasting during 24 months. The underlying assumption at this stage is that the project will not continue after 24 months but will be institutionalized through integration into the existing or newly created structures within the existing institutions.

Inception phase. The inception phase, lasting three months, coincides with the DDP immediate impact activities designed to produce immediate, visible and tangible effects on the ground. During this phase the following results will be achieved:

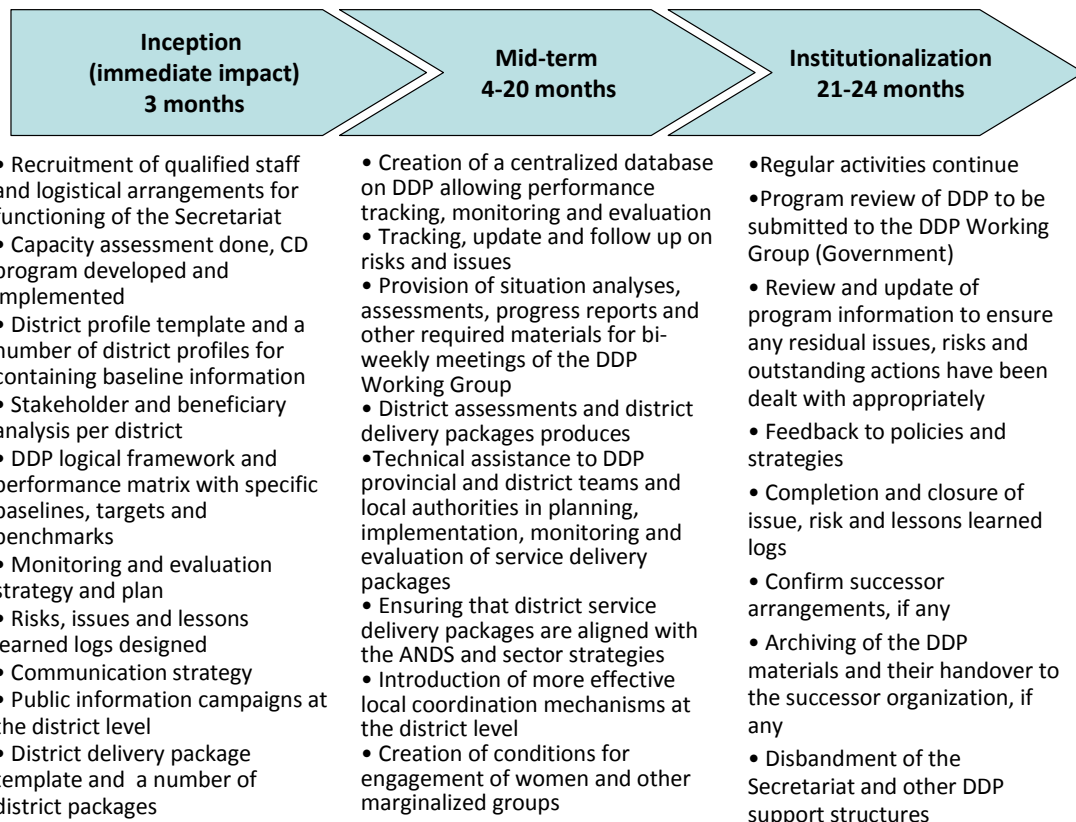
- the Secretariat fully established and its capacities developed to allow it to carry out its functions
- district profiling and needs assessment templates, including baseline information and stakeholder and beneficiary analysis completed
- essential program documents allowing results-based management of the DDP are produced, including
 - DDP logical framework and performance matrix with specific baselines, targets and benchmarks
 - Monitoring and evaluation strategy and plan
 - Risks, issues and lessons learned logs
 - Risk management strategy
 - Communication strategy
- Template for district service delivery packages is completed and district delivery packages drafted for a number of districts as identified by the DDP Working Group
- Public information campaigns at the district level are launched

Mid-term phase. The mid-term phase largely coincides with the DDP medium-term phase designed to deliver projects intended to pave the way for the expansion and implementation of sectoral its national programs, to further reinforce the stability resulting from the emergency response and the immediate impact projects. The Secretariat should become fully operational during this phase and be able to provide statutory support to the District Delivery Program, aiming at the achievement of the following results:

- Creation of a centralized database on DDP allowing performance tracking, monitoring and evaluation
- Tracking, update and follow up on risks and issues
- Provision of situation analyses, assessments, progress reports and other required materials for bi-weekly meetings of the DDP Working Group
- District assessments conducted and district delivery packages developed for a number of districts

- Technical assistance to DDP provincial and district teams and local authorities in planning, implementation, monitoring and evaluation of service delivery packages
- Ensuring that district service delivery packages are aligned with the ANDS and sector strategies
- Introduction of more effective local coordination mechanisms at the district level
- Creation of conditions for engagement of women and other marginalized groups

DDP SECRETARIAT: PROJECT PHASING



Institutionalization suggests transitioning of the District Delivery Program from an emergency to a regular program incorporated within the existing government institutions, possibly through revision and enhancement of existing sectoral programs or through launching of a new program or programs. This phase is intended to start four months before the end of the 24-month period to allow enough time for proper closure of the program. The Secretariat will continue to exercise its regular functions as described in the previous paragraph until the very end of the project. At the same time, the Secretariat will be working towards the following results:

- Program review of DDP is completed to be submitted to the DDP Working Group (Government)

- Review and update of program information is completed to ensure any residual issues, risks and outstanding actions have been dealt with appropriately
- Feedback to policies and strategies is provided
- Completion and closure of issue, risk and lessons learned logs
- Successor arrangements and modalities confirmed
- Archiving of the DDP materials and their handover to the successor organization, if any, is completed
- Disbandment of the Secretariat and other DDP support structures

V. Management Arrangement

5.1 Organization

DDP Working Group

The District Development Program is managed by the DDP Working Group at the ministerial/deputy ministerial level and includes a number of government agencies and international partners as follows:

- Independent Directorate of Local Governance (IDLG)
- Ministry of Rural Rehabilitation and Development (MRRD)
- Ministry of Agriculture, Irrigation and Livestock (MAIL)
- Ministry of Education (MoE)
- Ministry of Finance (MoF)
- Ministry of Justice (MoJ)
- Ministry of Public Health (MoH)
- Supreme Court
- Office of the Attorney General
- Ministry of the Interior (MoI)
- Independent Administrative Reform and Civil Service Commission (IARCSC)
- US Embassy/USAID
- UK Embassy/DFID
- Canadian Embassy
- UNAMA
- ISAF and IJC

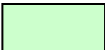

DDP Secretariat

The DDP Working Group, which provides overall guidance for the program, is supported by the Secretariat located at IDLG. The Secretariat consists of a management cell and a mobile advisory group consisting of two teams (as shown in a chart below). The management cell includes Head of DDP Secretariat, Program Management Specialist, Assistant, Administrative Officer, Strategic Communications Officer, Monitoring and Evaluation Officer and Monitoring and Evaluation Analyst.

The District Delivery Program has a very intense schedule, which envisages simultaneous conduct of field activities by the Secretariat in at least two locations at any given time as shown in Table 1. This requires continuous field presence of two Mobile Advisory Teams. There will be at least nine members in each Mobile Advisory Team, one each from the relevant line ministries and hired in consultation with those ministries. These members should be well familiar with their parent ministries – technicians, decision-makers, policies, processes, national standards and provincial and district tashkeels. Team members will report horizontally to the Mobile Advisory Team Leader and vertically to the Deputy Minister from his or her relevant ministry.

Table 1. Indicative schedule of the Secretariat’s field activities in March-June 2010

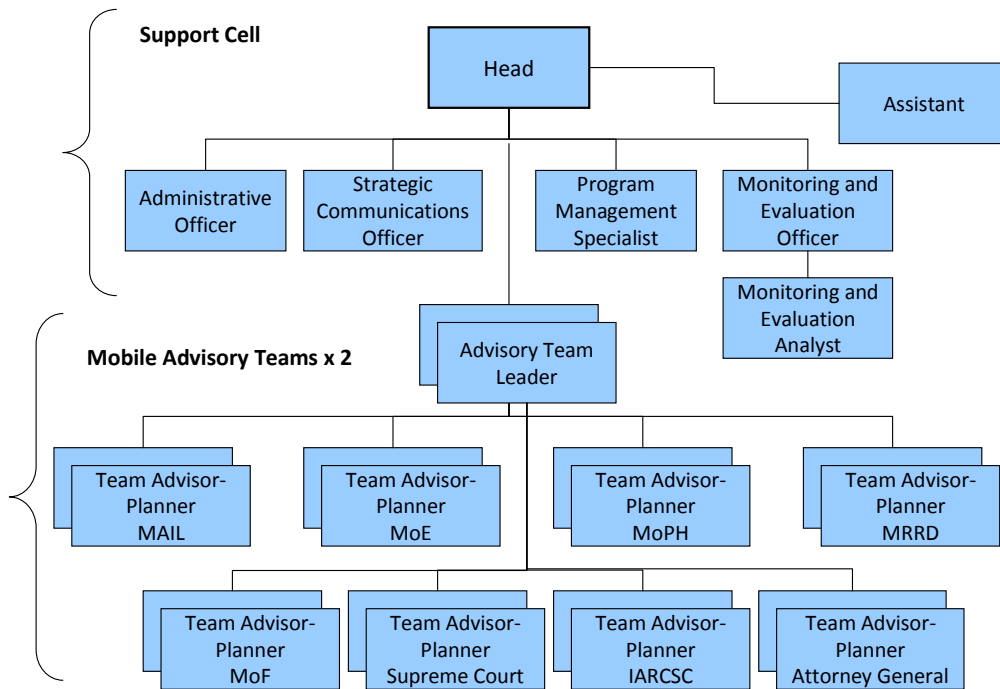
	Nad Ali/ Marjeh	Nawa	Nar e Saraj	Baraki Barak	Sayed Abad	Beshud	Surk Rod	Khogya ni	Khanda har	Khow st	Qargha h'l	
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4	24-26 Assess			29 Mar -1 April Assess								
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1												
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3				17-21 Worksh op			17-19 Assess	20-22 Assess				
4					22-26 Worksh op							
May												
1			1-3 Assess									
2							9-13 Worksh op		9-11 Assess			
3								15-19 Worksh op				
4			22-26 Worksh op			24-26 Assess						
June												
1		31 May- 2 Jun Assess										1-3 Assess
2						13-17 Worksh op			9-11 Assess			
3											19-23 Worksh op	
4	26 Jun-1 Jul Nad Ali Assist & Nawa Workshop											

 Mobile Advisory Team 1
 Mobile Advisory Team 2

The mobile advisory group may include representatives of the following agencies:

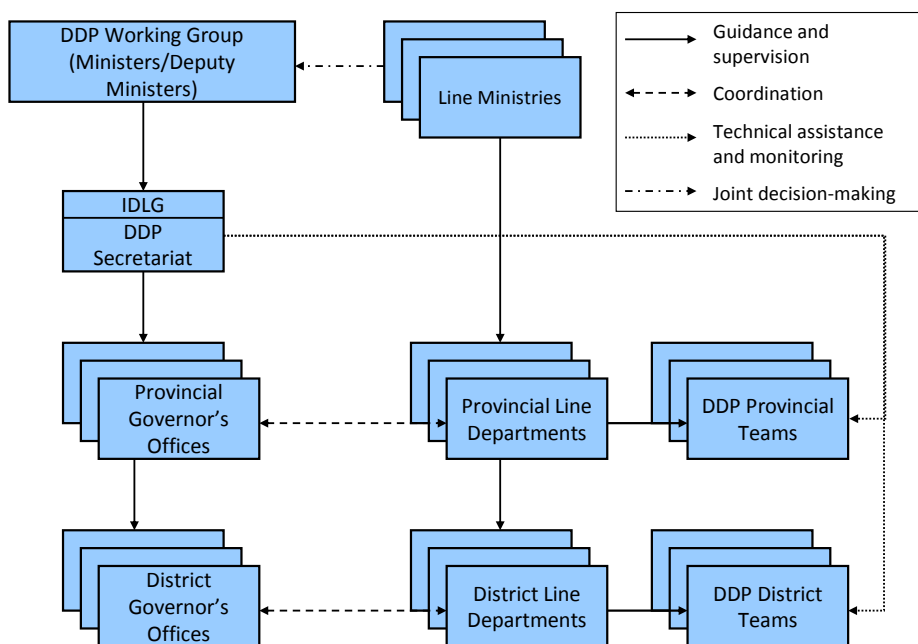
- Independent Directorate of Local Governance (Mobile Advisory Team Leaders)
- Ministry of Rural Rehabilitation and Development
- Ministry of Agriculture, Irrigation and Livestock
- Ministry of Education
- Ministry of Finance
- Ministry of Justice
- Ministry of Public Health
- Supreme Court
- Attorney General
- Civil Service Commission
- Civil Service Institute
- Ministry of the Interior (to be confirmed)
- ISAF/IJC (Planning effort only, no travel)
- UNAMA (Planning effort only, no travel)
- US Embassy/USAID (Planning effort only, no travel except if donor)
- UK Embassy/DFID (Planning effort only, no travel except if donor)
- Canadian Embassy (Planning effort only, no travel except if donor)

ORGANIZATION OF THE DDP SECRETARIAT



Although beyond this project, there are some other structures designed to support the District Delivery Program. These structures include provincial and district teams attached to the relevant line departments and receiving funding and direction from them. The teams, together with the relevant departments, are directly responsible for DDP implementation in the field. The Secretariat provides technical support to these teams and exercises their monitoring and evaluation as part of its programmatic responsibilities to the DDP Working Group. The organization of the DDP implementation structure and the place of the Secretariat in this structure are shown in the following chart.

INTERACTION MECHANISMS OF THE DISTRICT DELIVERY PROGRAM



5.2 Roles and Responsibilities

5.2.1 DDP Working Group

In the context of the MSP approach chosen for this project, the DDP Working Group is considered as a Sponsoring Group. In a multi-program environment, there is a need to coordinate across programs to ensure cohesive strategic alignment and prioritization. Here, sponsorship means making the investment decision and providing top level endorsement of the rationale and objectives for the program in relation to other programs and possible investments. Along the lines of the Sponsoring Group responsibilities, the DDP Working Group has the following responsibilities:

- Establishing the organizational context for the program
- Approving funding for the program

- Resolve strategic and directional issues between sectoral programs that need the input and agreement of senior stakeholders to ensure the progress of the change
- Confirming the program’s strategic direction and priorities, including priority districts for delivery of service packages
- Ensuring that a visible cross-ministerial, presence in recently secured districts is planned and executed
- Ensuring that a foundation for longer-term stabilization is set and followed with normalized processes and resources at both district and provincial levels
- Approving the progress of the program against the strategic objectives
- Guiding and supporting the Head of the DDP Secretariat
- Providing continued commitment and endorsement in support of the program objectives at executive and communications events
- Confirming successful delivery and sign-off at the closure of the program.

5.2.2 DDP Secretariat

As mentioned before, the DDP Secretariat effectively plays the role of a Program Office. As such, it has responsibilities in seven major areas:

- program planning;
- tracking and reporting;
- program monitoring and evaluation;
- quality control;
- information management and change control;
- communication;
- capacity development

Table 2. Roles and responsibilities of the DDP Secretariat

<i>Functional Area</i>	Roles and Responsibilities
<i>Program planning</i>	<ul style="list-style-type: none"> • Designing of the DDP logical framework and performance matrix with specific baselines, targets and benchmarks • Assessment and profiling of future districts for DDP expansion • Consultation with other programs and existing structures such as ASOP, NSP, NABDP and others to formulate the district packages. • Initial draft of the new packages • Analyze interfaces and critical dependencies between sectoral service delivery packages and recommend appropriate actions to the DDP Working Groups

<i>Tracking and reporting</i>	<ul style="list-style-type: none"> • Reporting progress of service delivery packages implementation against plans to the DDP Working Group • Track tasking to each ministry from DDWG and from the field
<i>Program monitoring and evaluation</i>	<ul style="list-style-type: none"> • Develop and implement monitoring and evaluation plan during the lifetime of the program • Follow up on risks and issues through risk/issue owners and tracking changes in the status of risks and issues
<i>Quality control</i>	<ul style="list-style-type: none"> • Establish consistent practices and standards adhering to the program governance arrangements, including project planning, reporting, change control • Analyze risks and maintain and update the Risk Log for the program
<i>Information management and change control</i>	<ul style="list-style-type: none"> • Centralized information database on DDP • Hold master copies of all program information • Generate all necessary quality management documentation • Maintain, control and update program documentation • Register changes for subsequent investigation and resolution • Monitor items identified as requiring action, prompt timely actions, and report on whether required actions have been carried out
<i>Communication</i>	<ul style="list-style-type: none"> • Design communication strategy based on the analysis of stakeholders and beneficiaries • Interface with donors and other international community stakeholders, providing them reports, information and assistance as needed. • Maintain the list of stakeholders and their interests • Organize public consultations with stakeholders on the district level • Conduct public information and awareness campaigns at the district level
<i>Capacity development</i>	<ul style="list-style-type: none"> • Provide technical assistance to other components of the program and programs run by other ministries throughout the lifecycle of the program, ensuring a common approach is adopted and sharing good practices • Facilitation as required of the capacity development activities (workshops) held at district level to produce Delivery Package

The following table shows how these roles and responsibilities correlate with the proposed structure of the DDP Secretariat.

Table 3. Functions and individual responsibilities in the DDP Secretariat

Functional Area	Responsible
<p>Program planning</p> <ul style="list-style-type: none"> • Designing of the DDP logical framework and performance matrix with specific baselines, targets and benchmarks • Assessment and profiling of future districts for DDP expansion • Consultation with other programs and existing structures such as ASOP, NSP, NABDP and others to formulate the district packages. • Initial draft of the new packages consistent with the ANDS and sector strategies • Analyze interfaces and critical dependencies between sectoral service delivery packages and recommend appropriate actions to the DDP Working Groups 	<ul style="list-style-type: none"> • Head of DDP Secretariat • Program Management Specialist • Monitoring and Evaluation Officer • Members of the Mobile Advisory Group
<ul style="list-style-type: none"> • Tracking and reporting • Reporting progress of service delivery packages implementation against plans to the DDP Working Group • Track tasking to each ministry from DDWG and from the field 	<ul style="list-style-type: none"> • Head of DDP Secretariat • Monitoring and Evaluation Officer • Members of the Mobile Advisory Group
<ul style="list-style-type: none"> • Program monitoring and evaluation • Develop and implement monitoring and evaluation plan during the lifetime of the program • Follow up on risks and issues through risk/issue owners and tracking changes in the status of risks and issues 	<ul style="list-style-type: none"> • Head of DDP Secretariat • Monitoring and Evaluation Officer (Analyst) • Members of Mobile Advisory Group
<p>Quality control</p> <ul style="list-style-type: none"> • Establish consistent practices and standards adhering to the program governance arrangements, including project planning, reporting, change control • Analyze risks and maintain and update the Risk Log for the program 	<p>Monitoring and Evaluation Officer (Analyst)</p>
<p>Information management and change control</p> <ul style="list-style-type: none"> • Centralized information database on DDP • Hold master copies of all program information 	<ul style="list-style-type: none"> • Program Management Specialist • Administration Officer

- Generate all necessary quality management documentation
- Maintain, control and update program documentation
- Register changes for subsequent investigation and resolution
- Monitor items identified as requiring action, prompt timely actions, and report on whether required actions have been carried out

Communication

- Design communication strategy based on the analysis of stakeholders and beneficiaries
- Interface with donors and other international community stakeholders, providing them reports, information and assistance as needed.
- Maintain the list of stakeholders and their interests
- Organize public consultations with stakeholders on the district level
- Conduct public information and awareness campaigns at the district level

- Head of DDP Secretariat
- Strategic Communications Officer

Capacity development

- Provide technical assistance to other components of the program and programs run by other ministries throughout the lifecycle of the program, ensuring a common approach is adopted and sharing good practices
- Facilitation as required of the capacity development activities (workshops) held at district level to produce Delivery Package

- Program Management Specialist
- Members of the Mobile Advisory Group

5.3 Quality Assurance

5.3.1 Monitoring and Evaluation

The project will use a DFID-type logical framework for monitoring and evaluation (Annex 1). The logframe describes the results directly related to this project, not to the District Delivery program as a whole. The logframe focuses on three main outputs indicating the abilities of the DDP Secretariat to:

- exercise results-based management of the program
- effectively engage stakeholders in the process of DDP planning, implementation, monitoring and evaluation

- contribute to improved capacities of the stakeholders at the central and local levels to participate in DDP planning, implementation, monitoring and evaluation.

5.3.2 Reporting

Monthly and quarterly reports will be submitted to the Donor. The project will prepare a final report at the end of 12-month period. The Monitoring and Evaluation Officer will be responsible for collecting data and drafting the reports with contributions from all staff of the Secretariat.

The reports will contain the following elements:

Table 4. Project reporting

<i>Type of report</i>	<i>Content</i>
Monthly	Narrative against the Logframe; updated issues and risks
Quarterly	Narrative and the Logframe; updated issues and risks; lessons learned
Final	Narrative and the Logframe; outstanding issues and risks; lessons learned

5.4 Partnerships and Linkages

The District Delivery Program is a multi-agency undertaking by nature, and the Secretariat will closely cooperate and coordinate its activities with all stakeholders involved: participating line ministries; foreign embassies; bilateral donors, such as USAID, DFID and CIDA; and ISAF. This cooperation and coordination will extend to the central and subnational levels, where the support of Provincial Reconstruction Teams will be of special importance to enable the field activities to be implemented by the Secretariat.

The Secretariat will partner with other organizations at the national and subnational level to facilitate implementation of the District Delivery Program. Such partnerships will have the following objectives:

- Maximize the use of the existing expertise and resources of other organizations, particularly at the subnational level
- Prevent duplication of efforts with other actors in the area of subnational governance and development

The Secretariat will endeavor to supplement and strengthen its implementation capabilities by partnering with other organizations in the following areas:

- Information management
- Communication
- Capacity Development

Table 5. Partnerships and linkages

<i>Functional Area</i>	<i>Partners and areas of cooperation</i>
<i>Information management</i>	<p><u>Afghanistan Information Management Services (AIMS):</u></p> <ul style="list-style-type: none"> • Creation of information database for DDP implementation, monitoring and evaluation (including the use of GIS)
<i>Communication</i>	<p><u>Strengthening State Building through Strategic Government Communication (UNDP/SSBSGC)</u></p> <ul style="list-style-type: none"> • Development and implementation of a coherent and comprehensive public communication strategy at the central and subnational level <p><u>National Solidarity Program (NSP) and National Area-Based Development Program (UNDP/NABDP):</u></p> <ul style="list-style-type: none"> • Communicating the DDP goals and objectives through CDCs and DDAs, receiving feedback on the program’s progress and impact locally and engaging the population in planning and monitoring and evaluation <p><u>Afghanistan Social Outreach Program (IDLG/ASOP):</u></p> <ul style="list-style-type: none"> • Spreading information on DDP to the grass roots level and engaging communities in the process of DDP planning, monitoring and evaluation
<i>Capacity development</i>	<p><u>Afghanistan Subnational Governance Program (UNDP/ASGP):</u></p> <ul style="list-style-type: none"> • Developing capacities of provincial and district governors’ offices in monitoring and evaluation of project implementation and local service delivery • Establishment of effective local coordination mechanisms at the district level through introduction and implementation of the District Operating Manual <p><u>Capacity Development Program</u></p> <ul style="list-style-type: none"> • Development of subnational capacities in project design, management, monitoring and evaluation <p><u>Regional Afghan Municipalities Program for Urban Population (USAID/RAMP UP)</u></p>

- Development of municipal capacities for participatory implementation of the District Delivery Program
National Institutional Building Project (UNDP/NIBP)
 - Developing the capacities of subnational civil servants to plan and deliver services at the local level
-

5.5 Risk Analysis

5.5.1 Strategic risks

- *Lack of funds availability.* Without timely release of the funds, the Secretariat will not be able to function. Sufficient and continuous funding is particularly essential for the field activities to be implemented by the Secretariat, such as districts assessments and support to local capacity development.

5.5.2 Organizational/management risks

- *Lack of qualified personnel.* The pool of qualified personnel, particularly in the area of program management is very limited. Other projects are known to have re-advertised positions several times. If this happens, the launch of the Secretariat may be delayed, which will result in a late delivery of district packages. The project will work closely with the IARCSC and relevant line ministries to give the widest possible dissemination to the employment information and will use targeted recruitment and head hunting when necessary to address this risk.
- *Lack of management coordination between the DDP Secretariat and line ministries.* It is not clear at this stage how sectoral staff will be co-managed by the DDP Secretariat and line ministries. This may result in low efficiency of the staff and lack of delivery. In cooperation with the line ministries, the project will identify mutually acceptable proper management arrangements allowing sectoral staff of the Secretariat to exercise their functions efficiently.
- *Lack of operational support.* Operational support in terms of transportation, security arrangements, accommodation and so on is critical for the success of the project, particularly its field activities. The Secretariat will maintain close coordination with the relevant actors on the ground to ensure adequate operational support. It will also develop its own modest operational capacity and will use the existing operational capacities of IDLG to mitigate this risk.

5.5.3 Political risks

- *Stakeholders lose interest and discontinue the project.* Although it is unlikely, the project may meet untimely end if the stakeholders become disappointed about the DDP as a whole. The project will contribute to mitigation of this risk through application of a rigorous monitoring and evaluation system and regular reporting to the stakeholders about the program's progress, issues and risks.
- *Lack of support to the Secretariat on the part of the DDP Working Group.* It is essential that the Secretariat has full support of the Stakeholders' Group (DDP Working Group) to be able to coordinate the activities of the various line ministries and their engagement in the program, both centrally and locally. The DDP Working Group will need to put its weight behind the Secretariat to assert its coordination role and ensure that all stakeholders respond to the Secretariat in a timely and substantive fashion. The scope of tasks of the Secretariat (and, consequently, the scope of this project) will depend on how much authority the Working Group will delegate to the

Secretariat. The Secretariat will keep the DDP Working Group informed at all times about its activities and will immediately bring to its attention any emerging coordination and other issues where the Working Group's backing is required.

5.5.4 Environmental risks

- *Inadequate security.* Security is the biggest risk for the project. Unless adequate security conditions exist at the district level, the Secretariat will not be able to carry out its field activities. The Secretariat will coordinate closely with ANA, ANP, ISAF, and PRTs centrally and locally to ensure that adequate security conditions exist for the Secretariat's activities in the field.

5.5.5 Technical/operational risks

- *Slow disbursement of funds.* The funding mechanism is not entirely clear at this point. Late disbursement of funds may result in the delays in the project implementation and even outflow of qualified personnel. The Secretariat will systematically follow up on this issue with the stakeholders and the Ministry of Finance using its own and IDLG administrative resources to ensure timely disbursement of funds.
- *Inadequate working conditions.* It is important that the Secretariat has adequate working conditions in terms of office space and equipment. These should be provided within the two first months of the Secretariat's operation to ensure completion of the initial phase and further expansion of the program. The Secretariat will work with the Donor and IDLG Division of Administration to ensure that such conditions are created at the earliest.

VI. Budget

	Description	Quantity	Duration	Unit Cost	Total Cost
1	Management Cell				\$181,800
1.1	Head of DDP Secretariat	1	12	\$4,000	\$48,000
1.2	Program Management Specialist	1	12	\$2,500	\$30,000
1.3	Assistant to Head of DDP Secretariat	1	12	\$1,200	\$14,400
1.4	Admin/Logistics Officer	1	12	\$1,500	\$18,000
1.5	Strategic Communications Officer	1	12	\$2,000	\$24,000
1.6	Monitoring and Evaluation Officer	1	12	\$2,000	\$24,000
1.7	Monitoring and Evaluation Analyst	1	12	\$1,700	\$20,400
1.8	Cleaner	1	12	\$250	\$3,000
2	Mobile Advisory Group				\$432,000
2.1	Team Leader – IDLG	2	12	\$2,000	\$48,000
2.2	Technical Advisor - Planner from MAIL	2	12	\$2,000	\$48,000
2.3	Technical Advisor - Planner from MoE	2	12	\$2,000	\$48,000
2.4	Technical Advisor - Planner from MoPH	2	12	\$2,000	\$48,000
2.5	Technical Advisor - Planner from MRRD	2	12	\$2,000	\$48,000
2.6	Technical Advisor - Planner from MoF	2	12	\$2,000	\$48,000
2.7	Technical Advisor - Planner from Supreme Court	2	12	\$2,000	\$48,000
2.8	Technical Advisor - Planner from Civil Service	2	12	\$2,000	\$48,000
2.9	Technical Advisor - Planner from Attorney General's Office	2	12	\$2,000	\$48,000
3	Office Space, Equipment and Supplies				\$165,600
3.1	Office rent *	1	12	\$6,000	\$72,000
3.2	Operating Costs	1	12	\$2,000	\$24,000
3.3	Equipment (computing, furniture and communication)	22	1	\$2,500	\$55,000
3.4	Internet connection				
3.4.1	Monthly bandwidth fee	-	12	\$800	\$9,600
3.4.2	Internet installation and cabling	-	1	\$5,000	\$5,000
4	Travel & Transportation *				\$36,000
4.1	Rental Vehicle *	2	12	\$1,500	\$36,000
5	Communication and Information				\$25,000
5.1	Communication events (one per district]	-	50	\$500	\$25,000
6	Capacity Development				\$20,000
6.1	Workshop (one per district)	-	50	\$400	\$20,000
Total Budget Secretariat:					\$860,400
10% Contingency *					\$86,040
Total Budget Central Office:					\$946,440

Note:

- ❖ **Office Rent:** Extra spaces in the facility will be used by IDLG for other supporting activities.
- ❖ **DSA:** Since all transportation, logistic and accommodation will be provided, DSA allowances are not part of the package.
- ❖ **Rental Vehicle:** The vehicles will be used for pick and drop and to travel to near provinces like Wardak, Logar and etc.
- ❖ **10% Contingency:** Implementation of the project is associated with significant uncertainty over its implementation schedule due to security concerns, transportation problems and so on. It is possible that commercial flights will have to be used or that the number of staff will have to be temporarily increased to keep pace with the military operations. Also, contingency will be used for other unexpected expenditure.

Annex 1. Project's Logical Framework

PROJECT NAME	ASI Support to the District Delivery Program Secretariat					
UK National Security, International Relations and Development Strategy (NSID) Goal 2 - Governance and Rule of Law - Outcome 1: The Government's ability to extend representation, accountability and service delivery through national and provincial ministries, sub-national government and other institutions is clearly improving.	Indicator - G1	Baseline 2009	Milestone Sept 2010	Target 2011		
	Public approval rates of the government performance at the sub-national level	16% believe the government's performance is somewhat bad and 6% very bad	Constant – 16% somewhat bad and 6% very bad	15% somewhat bad and 5% very bad		
	Source					
	Baseline: The Asia Foundation (TAF), A survey of the Afghan People, page 55, 2008 M&E: Perception surveys (Brookings Institution; MOD/DI Polling; TINS) and Media Surveys, TAF Survey					
	Indicator - G2	Baseline 2007	Milestone Sept 2010	Target 2011		
	Positive value increase in Afghanistan's government effectiveness (service delivery) indicators according to World Bank Governance Assessments.	(-)1.33 baseline in 2007. [Note The World Bank governance scale runs from -2.5 to +2.5. The higher value indicates better score].	(-) 1.31. Improvement in government effectiveness (service delivery) indicators as per World Bank governance assessment	(-) 1.29. Improvement in government effectiveness (service delivery) indicators as per World Bank governance assessment		
Source						
Baseline: Governance Matters, Worldwide Governance Indicators, 1996-2007, The World Bank, http://info.worldbank.org/governance/wgi/index.asp M&E: next World Bank updates of Worldwide Governance Indicators.						

PURPOSE	Indicator - P1	Baseline 2008	Benchmark Sept 2010	Target 2011	Assumptions
Improved service delivery at the district level	Percentage of the population who believe that the availability of basic amenities is "quite bad" and "very bad".	32% believe quite bad and 21% very bad	Constant - 32% believe quite bad and 21% very bad	30% believe quite bad and 19% very bad	1. The overall political and security situation improves 2. Other national programs deliver as
Source					

	Baseline: Asia Foundation, A survey of the Afghan People, page 44, 2008 M&E: Asia Foundation, A survey of the Afghan People, annual survey			planned, including law and order programs
Indicator - P2	Baseline 2009	Benchmark Sept 2010	Target 2011	
Access of civil servants to districts without armed escorts	Depending on the districts	Access improves by at least 5%	Access improves by at least 10%	
Source				
Baseline: UNAMA survey of district accessibility, November 2009 M&E: UNAMA semi-annual surveys of district accessibility				
Indicator	Baseline 2008	Benchmark Sept 2010	Target 2011	
Percentage of people who believe that corruption is a serious problem in PGO and DGO	63% believe that corruption is a serious problem in provincial government (2008), a 3% increase as compared to 2007	63%	60%	
Source				
Baseline: A Survey of the Afghan People, The Asia Foundation, http://asiafoundation.org/country/afghanistan/2008-poll.php , p. 59 (Table 5.2) M&E: TAF surveys (annually)				
INPUTS (£)	DFID (£)	Govt (£)	DFID SHARE (%)	
			100%	
INPUTS (HR)	DFID (FTEs)			

OUTPUT 1	Indicator 1.1	Baseline 2010	Benchmark Sept 2010	Target 2011	Assumption	
Effective results-based program management is exercised	Availability of results-based programmatic planning	None exists	The following completed: DDP logframe and performance matrix; M&E strategy and plan; risk management strategy; communication strategy and plan	All planning program documents reviewed and updated taking into account the program's progress and lessons learned	1. Adequate technical expertise is available through timely recruitment of qualified staff (within two months after the launch of the project) 2. Timely and continuous availability of funding 3. Adequate operational support, including transportation, is available for field activities	
		Source				
		Baseline: None exists M&E: DDP Secretariat's monthly and quarterly reports				
	Quality of monthly and quarterly progress reporting to the DDP Working Group	Baseline 2010	Benchmark Sept 2010	Target 2011		
		None exists	Quality of monthly and quarterly progress reporting is satisfactory to good	Quality of monthly and quarterly reporting is good to very good		
		Source				
Baseline: None exists M&E: Assessment by the DDP Working Group						
IMPACT WEIGHTING	Indicator 1.3	Baseline 2010	Benchmark Sept 2010	Target 2011		
40%	Quality of risk and issue management	None exists	Risk and issue logs are updated at least once a month, including management response	All residual issues, risks and outstanding actions identified and recommendations made to ensure that they are dealt with appropriately		
		Source			RISK RATING	
		Baseline: None exists M&E: DDP risk and issue logs			Medium	

OUTPUT 2	Indicator 2.1	Baseline 2010	Benchmark Sept 2010	Target 2011	Assumptions
Stakeholders are actively engaged in DDP planning, implementation, monitoring and evaluation in the center and in districts	Percentage of stakeholders at the central level satisfied with the quantity and quality of information on DDP	None exists	75%	90%	1. Adequate security conditions exist for the Secretariat to be able to carry out field activities 2. Adequate operational support, including transportation, is available for field activities
		Source			
	Baseline: None exists M&E: Assessment by the DDP Working Group				
	Indicator 2.2	Baseline 2010	Benchmark Sept 2010	Target 2011	
Percentage of projects monitored and evaluated with the participation of beneficiaries in the districts	Percentage of projects monitored and evaluated with the participation of beneficiaries in the districts	None exists	At least 70%	At least 90%	
		Source			
	Baseline: None exists M&E: DDP Secretariat's monthly and quarterly reports				
IMPACT WEIGHTING	Indicator 2.3	Baseline 2010	Benchmark Sept 2010	Target 2011	
30%	Percentage of women participating in DDP activities (public consultations on district service delivery packages, monitoring and evaluation)	None exists	At least 10%	At least 20%	
		Source			RISK RATING
		Baseline: None exists M&E: DDP Secretariat's monthly and quarterly reports			Medium

OUTPUT 3	Indicator 3.1	Baseline	Benchmark Sept 2010	Target 2011	Assumptions
Improved capacities of the stakeholders at the central and subnational level to plan, implement, monitor and evaluate DDP	Number of districts in which technical assistance was provided by the DDP Secretariat to the DGO and line ministry representatives	None exists	25	50	1. Adequate security conditions exist for the Secretariat to be able to carry out field activities 2. Adequate operational support, including transportation, is available for field activities 3. IDLG supports establishment of effective local coordination mechanisms
		Source			
	Baseline: None exists M&E: DDP Secretariat's monthly and quarterly reports				
	Indicator 3.2	Baseline	Benchmark Sept 2010	Target 2011	
	Number of district delivery packages drafted by the DDP Secretariat and approved for implementation by the DDP Working Group	None exists	25	50	
		Source			
		Baseline: None exists M&E: DDP Secretariat's monthly and quarterly reports			
IMPACT WEIGHTING	Indicator 3.3	Baseline	Benchmark Sept 2010	Target 2011	
30%	Number of districts where at least one capacity development activity took place with the support of the DDP Secretariat	None exists	25	50	RISK RATING
		Source			Medium
		Baseline: None exists M&E: DDP Secretariat's monthly and quarterly reports			

Annex 2. Terms of Reference

A2.1 Head, District Delivery Program Secretariat

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Duties and responsibilities

Working under the direction of the IDLG Deputy Director-General (Policy), the head of the DDP Secretariat has the final responsibility for effective support by the DDP Secretariat to planning, implementation, and monitoring and evaluation of the District Delivery Program. The incumbent will serve as the supervisor of the Secretariat consisting of a management cell and a mobile advisory group and will have the following responsibilities:

- Manage and oversee the operation of the DDP Secretariat, making sure that the products identified in the results framework and performance matrix are delivered within scope and budget, on time and to the client's satisfaction
- Serve as the technical advisor to the DDP Working Group at the ministerial (deputy ministerial), keeping the DDP Working Group informed at all times about the program's progress, challenges, issues and risks and submit regular monthly and quarterly reports
- Analyze political, economic and security environment for the program's implementation, identify challenges and risks and make recommendations to the DDP Working Group on the program's implementation
- Analyze interfaces and critical dependencies between sectoral service delivery packages and recommend appropriate actions to the DDP Working Groups
- Oversee collection of best practices, lessons learned and direct development of policy and strategic papers related to program implementation
- Supervise development of district delivery packages in line with the ANDS targets, sectoral strategies and DDP objectives, coordinate their design in consultation with other line ministries involved and present them for approval to the DDP Working Group

- Supervise development and implementation of information activities at the central and subnational levels in support of the DDP with other stakeholders and media
- Supervise development and implementation of capacity development activities at the subnational level in coordination with other stakeholders to improve local capacities for planning, implementation, monitoring and evaluation of the program
- Oversee the interaction between the Mobile Advisory Team and relevant line ministries centrally and locally, identify emergent issues and take timely measures to ensure effective cooperation
- Maintain continuous communication with the provincial and district authorities in provinces and districts covered by the District Delivery Program to ensure timely resolution of political and technical issues

Deliverables

- Products identified in the results framework and performance matrix for the Secretariat are delivered within scope and budget, on time and to the client's satisfaction
- Information and progress reports, including the program's progress, challenges, issues and risks, are submitted to the DDP Working Group at established times
- Challenges, issues and risks to the program implementation at the central and subnational levels are analyzed, identified and monitored, and relevant information is supplied to the stakeholders in a timely fashion
- Best practices and lessons learned are consolidated and inputs provided for policy and strategies
- District delivery packages developed on time and in line with the ANDS targets and DDP objectives in consultation with all stakeholders
- Stakeholders at the central and subnational level have continuous access to information on the DDP
- Local capacities for DDP planning, implementation and monitoring and evaluation are improved
- Effective coordination is established with line ministries at the central and subnational level for DDP implementation

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- Advanced University degree in public management, business administration, economy, law or related subjects
- Minimum 10 years of development and governance experience with the government and/or international organizations at the national and/or subnational level
- Minimum five years of experience managing complex multi-agency projects and programs
- Good understanding of the political, economic and social situation in Afghanistan, particularly issues relating to subnational governance
- Fluency in English

A2.2 Assistant to the Head, DDP Secretariat

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Duties and responsibilities

Working under the direct supervision of the Head of the DDP Secretariat, the incumbent is responsible for managing office affairs of the Secretariat. Specifically, the incumbent's responsibilities will include:

- Establish and maintain the proper filing system of the DDP Secretariat allowing easy access to relevant information about the program
- Ensure integrity of the program documentation
- Screen all incoming communications, filter outgoing correspondence for supervisor signature, clearance and further action by other staff
- Draft official letters to related organizations especially to government related institutions, and keeps record of all incoming and outgoing letters
- Prepare the schedule of meetings of the Secretariat and the District Delivery Working Group and inform participants in advance about such meetings
- Prepare and distribute meeting agendas and related materials
- Produce minutes of meetings, distribute them to the participants, follow up and prepare updates on implementation of meeting decisions for the Head of the Secretariat and other stakeholders
- Manage appointments of the Head of the Secretariat and other senior staff and arrange appointments if required
- Keep address book directory of related stakeholders;
- Undertake printing, photocopying, scanning documents as required;
- Assist in providing translation support of documents from English to local languages and vice versa
- Provide interpretation from English to local languages and vice versa
- Perform other administrative duties when required

Deliverables

- Easy access to program documents is ensured through a proper, regularly updated filing system
- Incoming and outgoing documentation is registered, cleared and assigned for further action
- Meetings are prepared and organized in a timely manner
- Regular follow up and update on meeting decisions is available
- Time of the Head of the Secretariat and other senior staff is efficiently managed
- Information of related stakeholders is available
- Quality translation and interpretation is provided

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A high school diploma
- Minimum two years of administrative experience with a national or international organization, including experience as a translator/interpreter
- Good knowledge of office management and secretarial tasks
- Fluency in English

A2.3 Program Management Specialist

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Duties and responsibilities

Working under the direct supervision of the Head of the DDP Secretariat, the incumbent is responsible for day-to-day management of the Secretariat, with specific focus on the following:

- Design and regularly revise the DDP logical framework and performance matrix to ensure that it reflects developments in program implementation and directions of the District Delivery Working Group
- Develop the DDP proposal format and district delivery package template and regularly revise and update them to reflect changes in the process, lessons learned and DDWG decisions
- Develop new DDP proposals and design draft delivery packages based on local assessments, line ministry assessments and DDWG directions in cooperation with the support of the Mobile Advisory Group
- Develop and manage the DDP information base, which encompasses all documentation relevant to the DDP
- Develop a capacity building program to address the gaps in the capacities of stakeholders at the national and subnational level to engage in DDP, design and facilitate implementation of capacity development activities for stakeholders at the central and subnational level with the assistance of the Mobile Advisory Group
- Provide technical assistance to other components of the program and programs run by other ministries throughout the lifecycle of the program, ensuring a common approach is adopted and sharing good practices
- Design reporting formats and facilitate communication between the management cell and the Mobile Advisory Teams while in the field
- Deputize for the Head of the Secretariat if required

Deliverables

- The DDP logical framework and performance matrix are developed
- The DDP proposal format and district delivery package template is developed and regularly revised
- The DDP information base is designed and kept up to date
- A capacity building program to address the gaps in the capacities of stakeholders at the national and subnational level to engage in DDP is developed, specific CD interventions designed and implemented
- A reporting format is designed and Mobile Teams provide regular reports

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A University degree in public management, business administration, economy, law, engineering or related subjects; advanced University degree is an advantage
- Minimum five years of development and governance experience with the government and/or international organizations at the national and/or subnational level
- Minimum three years of experience in complex multi-agency projects and programs, focusing on planning and coordination
- Good understanding of the political, economic and social situation in Afghanistan, particularly issues relating to subnational governance
- Understanding of the principles of results-based management and experience in results-based managed projects; PRINCE2 or MSP qualification is an advantage
- Fluency in English

A2.4 Monitoring and Evaluation Officer

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Duties and responsibilities

Working under the direct supervision of the Head of the DDP Secretariat, the incumbent is responsible for establishment and management of an effective and efficient quality management system for the District Delivery Program. The incumbent's tasks will include:

- Contribute to the designing and regularly revisions of the DDP logical framework and performance matrix to ensure that it reflects developments in program implementation and directions of the District Delivery Working Group (DDWG)
- Design the DDP quality management strategy and monitoring and evaluation plan and ensure its implementation
- Design the procedures for risk management and issue resolution, including the program's risk management strategy
- Design the templates for the Risk Log, Issue Log, Lessons Learned Log
- Analyze risks in cooperation with other DDP stakeholders and suggest risk management strategies to the DDWG
- Draft monthly and quarterly reports for the District Delivery Working Group, including issues, risks and lessons learned based on the information received from the Mobile Advisory Group and other stakeholders
- Undertake field missions and participate in other monitoring and evaluation activities in accordance with the monitoring and evaluation plan
- Provide technical assistance to and design and implement capacity development for the staff of the DDP Secretariat on monitoring and evaluation issues
- Provide guidance and advice to other DDP stakeholders on the GoA's monitoring and evaluation policies, procedures and practices to facilitate monitoring and evaluation of sector programs in districts

- Contribute to creation of a knowledge base on the DDP through cooperation with other DDP stakeholders, academic institutions and non-governmental organizations through consolidation of best practices and lessons learned and their timely dissemination among stakeholders
- Contribute to the development of the Terms of Reference (TOR), consultant and evaluation team selection, technical feedback for external evaluations of the DDP, including mid-term reviews

Deliverables

- The DDP monitoring and evaluation strategy and plan designed and implemented
- Procedures for risk management and issue resolution, including the program's risk management strategy designed and adhered to
- The Risk Log, Issue Log, Lessons Learned Log are designed, maintained and regularly updated
- Information on program performance from the Mobile Advisory Group and other stakeholders is regularly collected and consolidated into draft monthly and quarterly reports for the District Delivery Working Group
- DDP information base contains regularly updated M&E information
- Technical assistance is provided to the staff of the DDP Secretariat on monitoring and evaluation issues
- Other DDP stakeholders are assisted in monitoring and evaluation of their sector programs in districts
- A knowledge base on DDP is created through cooperation with other DDP stakeholders, academic institutions and non-governmental organizations through consolidation of best practices and lessons learned and their timely dissemination among stakeholders
- Input provided for preparation and conduct of external evaluations of the DDP to adjust them to the local context

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A University degree in public management, business administration, economy, law, statistics, social sciences or related subjects; advanced University degree is an advantage
- Minimum five years of development and governance experience with the government and/or international organizations at the national and/or subnational level
- Minimum three years of experience in complex multi-agency projects and programs, focusing on quality control and monitoring and evaluation
- Good understanding of the political, economic and social situation in Afghanistan, particularly issues relating to subnational governance
- Understanding of the principles of results-based management and experience in results-based managed projects; PRINCE2 or MSP qualification is a distinct advantage
- Fluency in English

A2.5 Monitoring and Evaluation Analyst

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Duties and responsibilities

Working under the direct supervision of the Monitoring and Evaluation Officer, the incumbent is responsible for configuration management and makes a substantive input into development and implementation of the program's quality management strategy and plans. The incumbent's responsibilities include:

- Contribute to the DDP quality management strategy and monitoring and evaluation plan to ensure proper configuration management procedures
- Maintain and regularly update Risk, Issue and Lessons Learned Logs
- Regularly enter M&E information into the DDP information base, which encompasses all documentation relevant to the DDP
- Follow up on risks and issues through risk/issue owners and tracking changes in the status of risks and issues
- Liaise with the Mobile Advisory Teams and collect, process and analyze information and reports on program performance from the Mobile Advisory Group and other stakeholders
- Provide input for monthly and quarterly reports for the District Delivery Working Group, including issues, risks and lessons learned based on the information and reports collected
- Hold master copies of all program information
- Control the allocation of new version numbers to changed products and archive superseded product copies
- Ensure the security and preservation of the master copies of all project products
- Register changes for subsequent investigation and resolution
- Undertake field missions and participate in monitoring and evaluation activities in accordance with the monitoring and evaluation plan

Deliverables

- The DDP quality management strategy and monitoring and evaluation plan ensure proper configuration management procedures
- Risk, Issue and Lessons Learned Logs are maintain and regularly updated
- The DDP information base contains updated M&E information
- Risks and issues are followed up through risk/issue owners and changes in the status of risks and issues are regularly updated
- Filed information on program progress from the Mobile Advisory Teams and other stakeholders is collected, processed and analyzed
- Inputs provided for monthly and quarterly reports for the District Delivery Working Group, including issues, risks and lessons learned based on the information and reports collected
- Integrity of program documentation, particularly master copies, is assured
- Evaluation activities, including field monitoring missions are carried out in accordance with the monitoring and evaluation plan

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A University degree in public management, business administration, economy, law, statistics, social sciences or related subjects; advanced University degree is an advantage
- Minimum three years of experience in complex multi-agency projects and programs, focusing on quality control, monitoring and evaluation and configuration management
- Good understanding of the political, economic and social situation in Afghanistan, particularly issues relating to subnational governance
- Understanding of the principles of results-based management and experience in results-based managed projects; PRINCE2 or MSP qualification is a distinct advantage
- Fluency in English

A2.6 Strategic Communications Officer

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Working under the direct supervision of the Head of the DDP Secretariat, the Strategic Communications Officer will be responsible for designing, management and implementation of the DDP communications and publication strategies which are geared to shape national - local and central - and international perception of the growth of local governance capacity and the delivery of services in provinces and districts covered by the program. The incumbent's responsibilities will include:

Duties and Responsibilities

- Prepare and conduct communications needs assessment for the DDP
- Design the DDP communication and outreach strategy and communication plan
- Maintain close communication with the mass media and use them proactively and reactively
- Develop and disseminate messages promoting the image of the DDP and showing the program's impact on local governance and service delivery
- Identify storylines for publications and draft substantive articles contributing to debates on key governance and development issues in the context of the DDP.
- Design and coordinate public media events – radio, print, personal and television in accordance with the communication plan
- Develop joint messages, deliver messages from Kabul and arrange media events in the districts and advise local authorities on their outreach strategies and activities
- Provide guidance and advice on the government information policies and outreach strategies to other DDP stakeholders
- Supervise the design and maintenance of the program's web site
- Establish and maintain a working relationship with the Government Media and Information Centre as well as local media centres to ensure timely dissemination of information to all stakeholders
- Coordinate with and leveraging other strategic communication and public affairs officials from GIRoA, ISAF, foreign embassies and other international organizations

Deliverables

- Communication needs assessment is conducted and a communication and outreach strategy and communication plan developed
- Good collaborative relationships are established and maintained with main national and subnational media outlets
- Messages promoting the DDP and its impact on local governance and development are prepared and disseminated in the media
- All stakeholders regularly receive updated information on the DDP through a variety of information channels, including government and independent media and other organizations
- Public media events are designed and conducted in accordance with the communication plan in the center and provinces
- Other stakeholders and local authorities receive guidance and advice on their outreach strategies and activities
- The program's web site is designed and maintained
- Regular coordination in the field of strategic communication and outreach takes place with other strategic communication and public affairs officials from GIRA, ISAF, foreign embassies and other international organizations

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A University degree in journalism, literature, law, social sciences or related subjects; advanced University degree is an advantage
- Minimum five years of experience with the government and/or international organizations at the national and/or subnational level in strategic communication, public outreach or journalism; previous experience in national or international mass media is an advantage
- Good understanding of the political, economic and social situation in Afghanistan, particularly issues relating to subnational governance
- Good knowledge of the media sector in Afghanistan
- Excellent drafting and personal communication skills
- Fluency in English and in both state languages of Afghanistan (Dari and Pashto)

A2.7 Administrative Officer

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Working under the direct supervision of the Head of the DDP Secretariat, the Administrative Officer will be in charge of overall day-to-day administrative and logistical aspects of the program. The incumbent's responsibilities will include:

Duties and Responsibilities:

Under the direct supervision of the Project Leader, the Admin/Logistic Officer key responsibilities would include the following:

- Assist preparation of procurement, HR and financial documentation for the DDP
- Prepare project procurement plan and coordinate procurement aspects with PSS at SCU
- Support the PSS with collection of quotations and documentation for procurement of equipment and maintain asset registry and track asset movement
- Follow up on funds allocation with the Ministry of Finance and other stakeholders
- Develop procedures for office supply management and transportation management, travel arrangements and office support services
- Provide logistical support to events, workshops and assist in organizing them
- Find and follow up with vendors and supplies whose services are needed by the project
- Administer daily travel plans of field teams, processing DSAs and keep tracks of travel plans
- Perform other administrative duties when required

Deliverables

- Procurement, HR and financial documentation is prepared on time and in accordance with the government standards
- Procurement plan developed and implemented
- Procurement and recruitment is carried out in compliance with the government rules and regulations

- Procedures developed for office supply management and transportation management, travel arrangements and office support services
- Regular follow up on fund release with the Ministry of Finance and other stakeholders
- Timely logistical support is provided to the Secretariat staff in the center and in the field, including field trip arrangements, transportation and support to various events and activities

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A University degree in business administration, economy, law or related subjects
- Minimum five years of experience with the government and/or international organizations at the national and/or subnational level in administration, finance, procurement and/or human resource management
- Good knowledge of the GIRA financial, procurement and HR procedures
- Fluency in English

A2.8 Mobile Advisory Team Leader

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Working under the direct supervision of the Head of the DDP Secretariat, the Mobile Advisory Team Leader coordinates the efforts of the Technical Advisor-Planners and reports DDP progress to the Head of the DDP Secretariat. He/she is the lead officer of the traveling technical teams are directly charged with the technical and planning support of the DDP.

Duties and Responsibilities

- Coordinate the Field Advisory Teams technical support of the DDP
- Lead assessment and profiling of districts for DDP implementation
- Consolidate team's inputs and proposals for draft district delivery packages in line with the ANDS priorities and the DDP goals and objectives
- Contribute to the DDP communication and outreach activities in districts and communicate the DDWG Policy to the district level
- Design of the local package delivery workshops and facilitate their conduct in cooperation with the governors
- Provide guidance and advice to local authorities and other stakeholders on the local level on identification of individual projects and their suitability for inclusion in district delivery packages
- Provide regular weekly and monthly reports to the DDP Secretariat on the DDP progress in the field
- Monitor and evaluate implementation of individual projects and their impact on service delivery at the district level in cooperation with the local stakeholders
- Identify local issues and risks and challenges to the DDP implementation and suggest management response to the DDP Secretariat
- Maintain regular contacts and consultations with other program managers in Kabul and in the districts to ensure a holistic approach to the DDP implementation in the field and proper sequencing of projects and programs when required.

Deliverables

- Assessment and profiling of districts for DDP implementation is completed in the targeted districts
- Team's inputs and proposals for draft district delivery packages consolidated and submitted to the DDP Secretariat
- DDP communication and outreach activities in districts are supported
- The design of the local package delivery workshop is developed and workshops conducted in the targeted districts
- Local authorities and other stakeholders have access to guidance and advice on the local level on identification of individual projects and their suitability for inclusion in district delivery packages
- Regular weekly and monthly reporting is provided to the DDP Secretariat on the DDP progress in the field
- Regular monitoring and evaluation of individual projects and their impact on service delivery at the district level takes place in cooperation with the local stakeholders
- Local issues and risks and challenges to the DDP implementation identified in a timely fashion
- Regular contacts and consultations with other program managers in Kabul and in the districts are maintained to ensure a holistic approach to the DDP implementation in the field and proper sequencing of projects and programs when required.

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A University degree in public management, business administration, economy, law, engineering or related subjects; advanced University degree is an advantage
- Minimum five years of development and governance experience with the government and/or international organizations at the national and/or subnational level
- Minimum three years of experience in complex multi-agency projects and programs, focusing on planning and coordination of local service delivery
- Good understanding of the political, economic and social situation in Afghanistan, particularly issues relating to subnational governance
- Understanding of the principles of results-based management and experience in results-based managed projects; PRINCE2 or MSP qualification is an advantage
- Working knowledge of English

A2.9 Team Advisor - Planner

The Government of Afghanistan is now recruiting positions for the District Delivery Program Secretariat located at the Independent Directorate of Local Governance (IDLG). The District Delivery Program (DDP) is a multi-donor program coordinated by the Government of Afghanistan designed to establish or improve the visibility of the Government by holistically engaging the governance system at the district level to ensure that the basic level public services are available directly to communities. The DDP is an inter-ministerial program under the coordinating leadership of IDLG, in partnership with the Ministry of Agriculture, Irrigation and Livestock, the Ministry of Education, the Ministry of Justice, the Ministry of Public Health, the Ministry of Rural Rehabilitation and Development, the Supreme Court, the Attorney General Office, the Ministry of Finance, the Civil Service Commission, Haj, Municipalities, and the Ministry of Interior. The program is being launched at the moment in a number of provinces and is scheduled to last until 2012, by which time it is to cover 80 districts.

Working under the direct supervision of the Mobile Advisory Team Leader, the Team Advisor-Planner provides specialist input for designing and implementation of district delivery packages in one of the specialized fields (rural and urban development, agriculture, education, justice, healthcare, security, public financial management, public administration reform). He/she is the source of specialized expertise for the DDP and the main link between the program and the relevant line ministry.

Duties and Responsibilities

- Conduct assessment and profiling of districts for DDP implementation in the relevant specialized field
- Develop proposals for specific projects in the relevant specialized field for draft district delivery packages in line with the ANDS priorities, the DDP goals and objectives and sector strategies
- Contribute to the DDP communication and outreach activities in districts and communicate the DDWG Policy to the district level
- Participate in the local package delivery workshops in districts and facilitate their conduct in cooperation with the relevant line departments
- Provide guidance and advice to local authorities and other stakeholders on the local level on identification of individual projects in the relevant specialized field and their suitability for inclusion in district delivery packages
- Monitor and evaluate implementation of individual projects in the relevant specialized field and their impact on service delivery at the district level in cooperation with the local stakeholders
- Identify local issues and risks and challenges to the DDP implementation in the relevant specialized field and suggest management response to the DDP Secretariat
- Regular contacts and consultations are maintained with the relevant line ministries in the center and their representatives in the districts to ensure the relevant ministry's engagement and support to the DDP implementation in the relevant specialized field

Deliverables

- Assessment and profiling of districts for DDP implementation in the relevant specialized field is completed in the targeted districts
- Inputs and proposals are developed for specific projects in the relevant specialized field for draft district delivery packages
- DDP communication and outreach activities in districts are supported
- Specialized expertise is made available during district delivery workshops in the targeted districts to identify projects in the relevant specialized field
- Local authorities and other stakeholders on the local level have access to guidance and advice on identification of individual projects in the relevant specialized field and their suitability for inclusion in district delivery packages
- Implementation of individual projects in the relevant specialized field and their impact on service delivery at the district level is regularly monitored and evaluated in cooperation with the local stakeholders
- Local issues and risks and challenges to the DDP implementation in the relevant specialized field are identified in a timely fashion
- Maintain regular contacts and consultations with the relevant line ministries in the center and their representatives in the districts to ensure the relevant ministry's engagement and support to the DDP implementation in the relevant specialized field

Skills, Experience and Qualifications Required

The successful candidate should have the following skills, experience and qualifications:

- A University degree in one of the specialized areas of the District Delivery Program (rural and urban development, agriculture, education, law, healthcare, security, finance, public management) or in engineering or related subjects; advanced University degree is an advantage
- Minimum five years of relevant experience with the government and/or international organizations at the national and/or subnational level
- Good understanding of the political, economic and social situation in Afghanistan, particularly issues relating to subnational governance
- Working knowledge of English is an advantage