

**GENDER ANALYSIS OF CIVIL SERVICE TRAINING**  
Working towards equal opportunities for women in the civil service

PREPARED FOR:

GTZ  
WOMEN'S EMPLOYMENT PROMOTION PROJECT  
KABUL, AFGHANISTAN

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Very special thanks to Tonita Murray for sharing your report on women in the Afghan National Police. It is an insightful, articulate piece of work and we have used it extensively to help shape the presentation of this report.

## **Authors' Note**

The area of civil servant training has had no central tracking and this report has been an attempt to gather data on past, present and future efforts. As there is certainly a wealth of information that wasn't available at the time this report was published, the authors would deeply appreciate receiving additional data at any time in the future. This report was prepared by interviewing a broad range of participants in the field of civil servant training and every effort was made to verify the accuracy of the information received. The authors appreciate information to correct or clarify what has been presented here. Please send any comments to the email addresses below.

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## Executive Summary

The Afghan Government is committed to the advancement of women in all areas of life. This was formally recognized in the nation's Constitution, article 22, which provides for equal rights for all citizens and prohibits discrimination. As a prerequisite, a significant female work force and a cadre of women in decision making positions including in Government, is required. However, the professional capacities of active female civil servants are largely fossilized and their ability to be expansive to new working methods is acknowledged to be, in most cases, extremely limited.

In the past 3 years, thousands of civil servants have been trained in a variety of classes at a cost of millions of dollars to the Afghan government and international organizations. Regrettably, this expensive exercise in capacity-building has yielded disappointing results, especially for women who have had almost no meaningful opportunity to utilize the training they have received.

*"I have attended all of the capacity-building training offered to me. I have attended classes in computer skills and English language. But when I returned to my office, the men in my department ignored my new skills and continue to have me serve tea."*

*Female Civil Servant*

While it is impossible to pinpoint an exact cause in each instance, the general flaws in the current training environment combine to nearly guarantee failure:

- Lack of central coordination and tracking
- Lack of merit-based selection system
- Lack of post-training evaluation
- Lack of post-training information sharing
- Fossilized/discriminatory civil service infrastructure

The Bonn Agreement called on the Afghan government to comprehensively transform and modernize its operations. This program is Public Administration Reform (PAR), with specific components including Priority Reform and Restructuring (PRR) and Reskilling, Retraining and Redeployment (RRR). The civil service law provides for a merit-based system that does not take into account the systemic disadvantages faced by women in competing for positions within the civil service. The reform process relies nearly entirely on a record of paper-based accomplishments such as degrees and certificates. Most women did not have access to such programs in the past. This shuts out women who would be qualified for positions based on more qualitative skills such as interpersonal and management abilities and skills gained outside the formal education system.

While we were not able to locate a central source of statistics on the number of civil servants currently employed, some information has been obtained from a variety of sources. The government is the largest employer in the country. One source lists 325,000 civil servants nationwide, excluding Army and Police personnel, another source lists 280,000 civil servants with 60% being teachers. One estimate has 38,000 female civil servants nationwide.

An initial effort was made in this report to inventory past, present and planned future training for women civil servants. Since there is currently no centralized tracking or coordination of training being provided to ministries and provincial administrators what is compiled here was gathered from a variety of sources including those listed in the Contact Information and reports provided in the attachments.

For the purposes of researching and making recommendations on training women in the civil service, this report describes them in five categories:

1. Women in senior- and mid-level managerial and policy-making positions
2. Women in administrative and technical positions
3. Women in support positions such as cleaners and tea servers
4. Women who will be displaced in the civil service reform process
5. Women who will enter the civil service in the near- and medium-term future

## Recommendations

General:

1. President Karzai should hold government officials publicly responsible for a commitment to gender equality
2. Independent Administrative Reform & Civil Service Commission (IARCSC) should form an equity unit
3. Implement RRR process immediately with gender component
4. Implement gender-sensitive merit-based selection processes for training attendees.
5. Ministries and donors participate in central training tracking

For women in senior- and mid-level managerial and policy-making positions:

6. Provide business communications training
7. Provide training for effective access to women in the Parliament

For women in administrative and technical positions:

8. Provide business communications training
9. Provide intensive English language training

For women in support positions such as cleaners and tea servers:

10. Conduct a relevant needs assessment

For women who will be displaced in the civil service reform process:

11. Provide opportunity for retraining as teachers
12. Provide intensive English language training

For women who will enter the civil service in the near- and medium-term future:

13. Assist in GTZ research project on civil service employment for women

This report is published for and disseminated amongst government official, donors and training providers. Its key audience is intended as government ministries, the Civil Service Commission, international organizations and training providers.

Despite all of these obstacles, many women civil servants in the Afghan government show great tenacity and motivation in improving their skills. They strive to overcome the systemic barriers facing them and coordinate work and family commitments to attend the trainings that are available to enhance their professional abilities. It is on behalf of these women that this report seeks to research and recommend improvements to the civil service training environment.

# Introduction

## Report Purpose

The Afghan Government is committed to the advancement of women in all areas of life. As a prerequisite, a significant female work force and a cadre of women in decision making positions including in Government, is required. However, the professional capacities of active female civil servants are largely fossilized and their ability to be expansive to new working methods is acknowledged to be, in most cases, extremely limited.

Institutions such as the Ministry of Finance, who have attempted to recruit and promote women, have failed to find competent women to fill posts at all levels. Ministries including the Ministry of Women's Affairs still face enormous challenges in ensuring that their female staff performs at a minimal level. This is for multiple reasons such as gaps in access to education under the Taliban, traditional gender roles, a dominantly male work environment, competition with international agencies and a growing private sector, non-supportive work organization and management structures, unclear job-descriptions and lack of understanding about roles and responsibilities, and the high prevalence of family violence.

The last three years have seen many trainings and workshops targeted at this group of females, undertaken by the government and international donors and INGOs, often with little apparent effect regarding staff performance at the actual work place. Future trainings are planned but they continue to appear to be developed in isolation and often without reference to actual structures, work conditions and the real situation of female staff. There currently exists no overview where supply, demand, appropriateness, and long term plans are determined. Whilst most Ministers believe training to provide answers to their female staffing gaps, there is evidence that taking up of trainings by women such as those offered by the Civil Service Commission, is not high.<sup>1</sup>

This report was commissioned to provide an overview of past, present and future trainings along with recommendations for future appropriate and effective training of female civil servants. It is intended to identify needs and form the basis to develop appropriate and realistic future trainings for female governmental staff to be supported by German Technical Cooperation Women's Employment Promotion Project (GTZ-WEPP), and by other international and national institutions. The ultimate goal is to ensure professionalization of female civil servants.

This report is published for and disseminated amongst government official, donors and training providers. Its key audience is intended as government ministries, the Civil Service Commission, international organizations and training providers.

## Commitments to gender equality by Afghan government

The Afghan government has an official, documented commitment to gender equality.

This commitment is most powerfully rooted in the cultural/religious heritage of an Islamic Republic since women's rights to employment and education are strongly advocated by Islam. This was formally recognized in the nation's Constitution, Article 22, which provides for equal rights for all citizens and prohibits discrimination:

*Any kind of discrimination and privilege between the citizens of Afghanistan are prohibited.*

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<sup>1</sup> This and the preceding paragraphs are largely taken from the GTZ terms of reference for this project.

*The citizens of Afghanistan have equal rights and duties before the law.*

Equality in Civil Service is mentioned specifically in Constitutional Article 50:

*The citizens of Afghanistan are employed for state services on the basis of qualification without any kind of discrimination and in accordance with law.*

An internationally stated commitment was made to gender equality when Afghanistan ratified the Convention on the Elimination of Discrimination against Women (CEDAW) in April 2003. This means that Afghanistan has agreed to be legally bound by all of the terms of the Convention including Article 11 which requires equal access to employment opportunity, training and pay.

Gender as a category has been integrated into National Development Framework (NDF) with funding specified in the National Development Budget (NDB). (Gender references from the NDF are included as Attachment 3)

Specifically mentioned in the NDF is the role of women in the civil service:

*“A key concern in rebuilding our civil service will be the role of women. Conflict, brain-drain and political discrimination have obliterated the progress Afghanistan had once made towards gender equity in its government offices. The total exclusion of women for the past several years also means that the concerns of women are less likely to be promoted or protected. The presence of women within our civil service, at all levels including the top, will be a critical influence in making progress towards the international human rights standards to which we have made a commitment.”<sup>2</sup>*

## Methodology

This report was prepared using research from printed material listed in both the Bibliography and Additional Information sections. Major sources of information, however, were interviews conducted with persons knowledgeable in the topics surrounding civil service training. Many citations in this report have not been footnoted to respect the confidentiality of sources of what could be considered sensitive and/or less-than-flattering information.

A large percentage of persons counted in civil servant figures include doctors who are considered employees of the Ministry of Public Health and teachers who are considered employees of the Ministry of Education. Their technical training has a separate infrastructure outside of the training conducted within the ministries for civil servants who work in the administration so was not included in this report.

This report was prepared between 25 September and 15 November 2005.

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<sup>2</sup> National Development Framework – page 11.

# Women in the Civil Service

## Statistics

While we were not able to locate a central source of statistics on the number of civil servants currently employed, some information has been obtained from a variety of sources. The government is the largest employer in the country. One source lists 325,000 civil servants nationwide, excluding Army and Police personnel<sup>3</sup>, another source lists 280,000 civil servants with 60% being teachers<sup>4</sup>. One estimate has a total of 180,665 with 38,000 female civil servants nationwide<sup>5</sup>. The following chart compiles what information was available:<sup>6</sup>

Ministry	Total Civil Servants	Women	Women % of Total
Culture and Information	385	101	26
Education	175,820	39,286	22
Foreign Affairs	1,000	47 <sup>1</sup>	4
Higher Education	297	229	77
Interior	Not currently available	700 <sup>2</sup>	
Justice	599	215 <sup>3</sup>	35
Labor and Social Affairs	Not currently available	288	
Public Health	16,650	2117 <sup>4</sup>	12
Hajj	Not currently available	72	
Telecommunications	Not currently available	341	
Tribal and Frontier Affairs	1,626	75	4

<sup>1</sup>40 women in staff positions, 6 in missions abroad; 1 woman director

<sup>2</sup>Includes 400 tailors

<sup>3</sup>Of these, 104 women work in the prison department.

<sup>4</sup>537 doctors, 390 female administrative employees, 1190 female employees in other categories.

## Current Environment

In the past 3 years, thousands of civil servants have been trained in a variety of classes at a cost of millions of dollars to the Afghan government and international organizations<sup>7</sup>. Regrettably, this expensive exercise in capacity-building has yielded disappointing results, especially for women who have had almost no meaningful opportunity to utilize the training they have received.

*"I have attended all of the capacity-building training offered to me. I have attended classes in computer skills and English language. But when I returned to my office, the men in my department ignored my new skills and continue to have me serve tea."*

*Female Civil Servant*

While it is impossible to pinpoint an exact cause in each instance, the general flaws in the current training environment combine to nearly guarantee failure:

<sup>3</sup> Ministry of Finance

<sup>4</sup> Independent Administrative Reform & Civil Service Commission

<sup>5</sup> Ministry of Women's Affairs

<sup>6</sup> Most figures from Survey of Women in Ministries Draft report, prepared by Sajja, medica mondiale e.V. Kabul

<sup>7</sup> Some expenditure figures are detailed in section 3.2 of National Programs for 1384 Budget Decree

- Lack of central coordination and tracking
- Lack of merit-based selection system
- Lack of post-training evaluation
- Lack of post-training information sharing
- Fossilized/discriminatory civil service infrastructure

There has been no function in the government to coordinate and track what training is being provided to civil servants. The Civil Service Training and Development Department (TDD) is now responsible for the coordination of all donor Training and Development (T&D) initiatives as well as strategic planning and technical needs assessments (TNA's). They have requested all donors provide information to them using the United Nations Development Programme (UNDP) project record form. This has not been fully implemented however, since individual ministries are still receiving training without coordination with TDD.

Over the past 3 years various international organizations have provided training to individual ministries and provincial civil servants directly through the ministries as detailed with available information in this report. While many ministries now have an established training department, these departments often have not been strategically coordinating the trainings being offered to them. International organizations would decide that certain employees in a certain ministry needed certain training. These programs were often begun without an effective TNA and sometimes were more suited to the goals of the donor than the ministry itself. The most cited example is of the organization that was determined to provide computer training to women and did so, only to have the women return to their offices where there were no computers. Additionally, since there was often no central or often even ministerial tracking system, different donors would provide redundant training to a redundant group of employees.

Ministries were generally open to allowing employees to attend duplicate training sessions on topics irrelevant to their job functions for several reasons. Because there is no formal selection system to choose training attendees, ministers and others in key positions in the ministries select favored colleagues and/or relatives and/or friends to participate. This provides a pleasant diversion from the daily work environment and in special cases may provide the opportunity for overseas travel. In many cases donors will provide a per-diem stipend to encourage class attendance and this also becomes part of the perk provided to those selected for training.

Just as there appears to be no pre-training evaluation shared with recipients to determine the appropriate personnel and training topics, there was no reporting of available post-training evaluation to determine the effectiveness of training in the work environment. There is generally no effort made to judge what impact the training has had on the productivity of the attendee or the efficiency improvements brought to the work process. As a result, the same ineffective, irrelevant courses can be duplicated within and across ministries.

One cultural factor that reduces the effectiveness of training is the reluctance to share information and skills gained during training with fellow employees. In a post-conflict environment, information is often seen as a valuable commodity to be guarded and held for personal advantage. On those occasions where training is providing skills and information relevant to the work process, the attendee does not share these with co-workers and the opportunity to leverage valuable training is lost.

In addition to these general systemic weaknesses, women civil servants face some unique challenges during training. Training providers have expressed concerns about mixed-gender training environments and their impact on female trainees. The cultural values which cause women to not speak and/or actively participate in public sessions with male attendees can work to the women's huge disadvantage. In discussions with trainers, different anecdotal experiences have been observed. When the training involves gender issues, such as assertiveness, consciousness raising, and domestic violence, training specialists have observed women feeling much more able to

participate freely in a single-sex training setting. When the training involves technical issues related to work, such as computers or accounting, mixed-gender classes can be productive. When the class is structured such that extra time is taken to integrate and establish participation models at the beginning, women are seen to take an active role. When instructors use tactics such as mixed-gender pairs and triads and exercises which highlight participants' strengths and weaknesses it helps to take the focus away from participants' gender and toward participants' knowledge and skills.

Finally, women are especially impacted by the environment they return to after training. Because many international organizations are keen to see women participate in training, they are often successful in getting at least a token presence in the programs they fund. These women then go back to a work environment that ignores them and their improved skills. Even when the skills they gain would be a valuable benefit to their department, such as computer skills or English language improvement, they are returned to their previous roles as glorified tea servers and paper pushers. The fossilized, discriminatory infrastructure that is universal even in the most publicly progressive ministries makes a great deal of the training provided to women a waste of money and a source of personal frustration. Sessions and mentoring which helped women improve their communications and interpersonal skills to highlight their new capabilities after returning from training would be a positive contribution, but women will still be fundamentally limited until the power structure in the ministries is changed.

Despite all of these obstacles, many women civil servants in the Afghan government show great tenacity and motivation in improving their skills. They strive to overcome the systemic barriers facing them and coordinate work and family commitments to attend the trainings that are available to enhance their professional abilities. It is on behalf of these women that this report seeks to research and recommend improvements to the civil service training environment.

### Categories

For the purposes of researching and making recommendations on training women in the civil service, this report will describe them in five categories:

1. Women in senior- and mid-level managerial and policy-making positions
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5. Women who will enter the civil service in the near- and medium-term future

### Civil Service Reform

The Bonn Agreement called on the Afghan government to comprehensively transform and modernize its operations. Known as Public Administration Reform (PAR), this process to create a more merit-based civil service is headed by the Independent Administrative Reform & Civil Service Commission (IARCSC) with primary funding from the World Bank. A component of the PAR is Priority Reform and Restructuring (PRR), the tool for organization restructuring and salary increase. Ministries, or departments within ministries, agree to take on restructuring in exchange for higher salaries in some areas.

Another component is Reskilling, Retraining and Redeployment (RRR). This will be the program for civil servants displaced through PRR and is the responsibility of Ministry of Labor and Social Affairs (MoLSA). The program will have a 3-4 step process as outlined in Attachment 5 in the Additional Information section. These steps include:

- Registration of displaced civil servants

- Assessment of their current skills and qualifications
- Categorization:
  - Persons with relevant skills that simply need updating for civil service employment
  - Persons who can be retrained in a different skill for non-civil service employment
  - Persons who can be placed in the open job market with existing skills
  - Persons eligible and appropriate for retirement
- The first 2 categories will be placed in appropriate training classes and then returned to the civil service system.

The civil service law provides for a merit-based system that does not take into account the systemic disadvantages faced by women in competing for positions within the civil service. The reform process relies nearly entirely on a record of paper-based accomplishments such as degrees and certificates. Most women did not have access to such programs in the past. This shuts out women who would be qualified for positions based on more qualitative skills such as interpersonal and management abilities and skills gained outside the formal education system.

A gender component to the civil service law has been recommended by many parties over the course of the PAR history but it has been publicly rejected by leading Civil Service Commission figures. International advisors and donor representatives involved in PAR have recounted several different occasions when Civil Service Commissioners have publicly stated that gender issues have no place in the reform process. One has even been quoted by several sources as saying specifically that “Women have no place in the reform process”. It is due to this type of leadership that the reform processes in ministries are being dominated by men and “meritocracy” is being used as a tool to exclude women from civil service opportunities. GTZ Gender Mainstreaming project has found this in working with 5 different ministries on reform.

A devastating example of reform being used against women occurred right in the Ministry of Women’s Affairs. In spring 2005 Minister Jalal publicly stated on several occasions that the PRR process taking place in her ministry would make no considerations for gender and that strictly the most qualified person would be hired. While she has since backtracked from this position publicly, it leaves a shadow: for example the Minister initially appointed 11 male advisors of whom a handful remain in post. She does not have any official Afghan female advisors. Anecdotal information alleges that these men are associates of the Minister’s husband and some of them refuse to look at their female colleagues on the rare occasions when they actually speak to them. While this type of intra-ministerial gossip can never be proven, it is a powerful statement to the way the current reform can be used against women in what should be the most woman-supportive ministry. The recent 80% of women working in MoWA is falling dramatically in the PRR process. The prospects for women at other ministries are quite grim.<sup>8</sup>

To complicate matters for these women, the RRR program has not begun even the first stages of implementation. There are currently no policies or regulations written to guide the process and no one has been identified to head the program within MoLSA. Women displaced through the PRR process do not currently have the resources for retraining and job placement that was committed to be available under PRR.

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<sup>8</sup> MoWA belatedly recognized some role in trying to make PRR more woman-friendly and presented a briefing paper to Cabinet in autumn 2005. This paper is listed in the bibliography.

# Civil Service Training

## Introduction

As described above, there is currently no centralized tracking or coordination of training being provided to ministries and provincial administrators. What is compiled here is an attempt to provide a general listing of the trainings that have occurred, are currently occurring and/or may be scheduled or planned for the future. We specifically tried to discover training that women attended or may attend in the future. The information listed is what was gathered from ministries and NGO's in October 2005. There will predictably be glaring omissions to those involved in specific projects and additional information is always welcomed. Many programs which may be familiar to those in the training sector including trips abroad, long-term programs and conferences were not mentioned by the ministries providing information. It may give an interesting indication of what many information providers (high-level officials) readily recall and/or consider training.

## Ministry of Commerce (MoC)

The United Kingdom Department for International Development (DFID) is currently providing training in private sector development

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. . Financial support was provided by UNDP with technical support from the Afghan Women's Network (AWN).

## Ministry of Culture and Information (MoCI)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. Financial support was provided by UNDP with technical support from the Afghan Women's Network (AWN).

English and computer courses were conducted by the ministry and priority was given to women attendees.

## Ministry of Economy (MoP) (formerly Ministry of Planning)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. Financial support was provided by UNDP with technical support from Afghan Women's Network.

The ministry has organized classes for women employees in English, computer skills and management.

## Ministry of Education (MoE)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. Financial support was provided by UNDP with technical support from Afghan Women's Network.

### Ministry of Energy and Water (MEW)

No women are currently involved in technical training, but a women's dormitory has been built for future women trainees.

### Ministry of Finance (MoF)

The United Kingdom Department for International Development (DFID) is currently assisting with training in tax policy, administration, and customs policy.

The UNDP Making Budgets Work program is providing training to an Afghan national team of over 37 young professionals. No information is currently available on the number of women participating.

GTZ-Gender Mainstreaming has a part-time on-the-job mentor in gender budgeting working with Gender Budgeting officer and organized regular Gender Budget trainings in 2005 which included 2 women and 2 men from the Ministry.

A detailed listing of trainings attended by MoF employees is included as Appendix 9 in the Additional Information section.

### Ministry of Foreign Affairs (MoFA)

UNDP is providing financial assistance for the Diplomatic Institute to provide training to diplomatic staff in the future.

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. Financial support was provided by UNDP with technical support from Afghan Women's Network.

MoFA has organized several workshops on women's rights in Islam during 2004 and 2005, inviting speakers and facilitators from Iran, Indonesia and Pakistan.

### Ministry of Higher Education (MoHE)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. . Financial support was provided by UNDP with technical support from Afghan Women's Network.

Women in the ministry have attended courses in computer skills, English, law issues and health issues.

### Ministry of the Interior (MoI)

The German Government built a women's residence with facilities for children at the National Police Academy in Kabul in April 2005. This was to facilitate the participation of women recruits in the Academy.

The Norwegian Government developed and delivered sessions of a special training course for policewomen to contribute to the achievement of gender equity. This included investigative, management, communication and computer skills.

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. . Financial support was provided by UNDP with technical support from Afghan Women's Network.

The District 10 police station in Kabul has become a demonstration location for community policing. UNAMA provided a 3-day family violence training class in May 2005 raising awareness on domestic violence.

Women staff in this ministry have attended training in literacy and administration as well as tailoring to sew police uniforms.

medica mondiale e.V. has been providing weekly trainings in administration and UN standards to female prison officials in Kabul Welayat since 2004.

### Ministry of Justice (MoJ)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. . Financial support was provided by UNDP with technical support from Afghan Women's Network.

27 women in this ministry attended workshops and seminars on human rights.

This ministry plans to provide some scholarships to women. No further specific information is currently available.

### Ministry of Labor and Social Affairs (MoLSA)

The ministry reports the following trainings:

- Office management Seminar in 38 parts for 1061 participants from MoLSA and other ministries.
- Office management training for MoLSA staff to build their capacity.
- Education seminar for MoLSA staff and managers.
- Two days report writing seminar for MoLSA managers from Kabul and provinces.

Training courses were established for kindergarten teachers in Kabul, Kandahar, Ningarhar, Herat and Balkh.

Eight women attended an International Labour Organization (ILO) workshop on trade and handicrafts in Italy.

Six women from the kindergarten department attended management workshops in Sri Lanka, Stockholm and Geneva.

### Ministry of Martyrs and Disabled (MMD)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. . Financial support was provided by UNDP with technical support from Afghan Women's Network.

GTZ Gender Mainstreaming provided 14 half-day training sessions in 2005 on gender and management issues for 20 directors and heads of departments (including 2 women). The result was a Gender Assessment of the Ministry.

#### Ministry of Public Health (MoPH)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. Financial support was provided by UNDP with technical support from Afghan Women's Network.

Management and administration vocational trainings were organized for women including English language and computer courses.

There are 5 health sciences institution centers which train midwives. 180 people have been trained in the field of intensive maternity care and 60 females in prevention of infectious diseases.

#### Ministry of Religious Affairs (Hajj)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. Financial support was provided by UNDP with technical support from Afghan Women's Network.

Women have attended short term Madras teachers training courses. Some women have traveled to Saudi Arabia during the Hajj to improve their knowledge.

#### Ministry of Rural Rehabilitation and Development (MRRD)

Gender trainings including gender awareness, gender and development and gender assessment were provided by the Ministry of Women's Affairs between 2003 and 2005. Financial support was provided by UNDP with technical support from Afghan Women's Network.

#### Ministry of Telecommunications (MoT)

Sixty female employees received training in computers and English language.

The ministry also offers courses in management and literacy.

#### Ministry of Tribal and Frontier Affairs (MoTFA)

Female employees have attended English and computer courses. They have attended seminars organized by MoWA.

#### Ministry of Women's Affairs (MoWA)

The Ministry of Women's Affairs has been the recipient of some of the most extensive training provided to the Afghan government. In addition, they are a provider of gender training for other ministries which has been listed in the sections for those ministries.

At the ministry in Kabul over the past 3 years courses were given in management, report writing, monitoring, training of trainers, proposal writing, accounting, budgeting and teacher training. This training was funded by UNDP and conducted by AITM.

The United Nations Development Fund for Women (UNIFEM) has been providing capacity building for all staff which includes technical training on CEDAW and International Conventions.

Provincial MoWA staff in Parwan, Herat, Nangahar, Bamyan and Kunduz attended classes in management, report writing and accounting from 2003 through August 2005. This training was funded by UNDP and conducted by AITM (full name of implementing partner not listed in UNDP report). 281 people were trained including 179 women.

UNIFEM has conducted training in the Legal department for defense attorneys providing legal advice and information.

Asia Development Bank has training in data gathering and statistics in their capacity-building program over past several years.

A major capacity building project for the ministry and Departments of Women's Affairs (DoWAs) in the provinces has been funded by a variety of donors. The training will involve financial and administrative training, data collection and analysis, gender concepts, legal training, and specific technical skills in program areas such as microfinance, health advocacy and domestic violence. International partners include Japan International Cooperation Agency (JICA), Asia Development Bank (ADB), UNIFEM, UNDP and the United Nations Population Fund (UNFPA). This program is scheduled to start in the near future.

USAID contractors will begin a US\$3.5 capacity-building program in 2006.

The United Nations Assistance Mission to Afghanistan (UNAMA) sponsored a project which included providing skills training in public administration to selected Provincial DoWAs. This training is scheduled to occur in October 2005.

Listings of some overseas and domestic training of MoWA staff are included as Appendix 7 and 8 in the Additional Information section.

### Inter-Ministerial

UNDP's Afghanistan Information Management Services (AIMS) project is providing a suite of specialist and general training in geographical information systems (GIS) and database courses following international certification standards. 15% of AIMS staff is women, and most of them are in technical roles. In 2004 AIMS provided 646 trainings to Ministry staff from 24 government departments. 36% of these were in the regions. 98 were trained in GIS and 22 in databases.

ILO is currently conducting workshops on fundamental labor standards and on women workers rights.

A Gender Training Institute is being established in partnership with Kabul University and UNDP. While some classes has been conducted last year, this year there are no programs currently in session.

UNDP and the National Area Based Development Program (NABDP) sponsored a project for Senior Women in Management (SWIM). The 6-month program provided training and leadership opportunities for qualified women at levels 1 and 2 in the Afghan civil service. It consisted of on-the-

job and formal classroom training in management, computing, language and specialized areas, as well as guided individual mentoring. Participants included women from MRRD, MMD, MoF, and MoC.

ILTIS GmbH established the Afghan Management Training Center within MoLSA for the qualification of civil servants.

Approximately thirty senior male and female staff in appropriate positions attended 3 day Gender Budget training by GTZ-GM in early 2005. The Ministries included are: Ministry of Finance, Ministry of Commerce, Ministry of Labor and Social Affairs, Ministry of Martyrs and Disabled, Ministry of Women's Affairs. Follow up sessions were provided later in the year looking at Gender Beneficiary assessments and other elements of gender budgeting. GTZ-Gender Mainstreaming has a gender budget capacity building staff member sitting in the Ministry of Finance part-time to provide additional on the job mentoring.

GTZ-GM will start a capacity-building training over the next several years in 3 areas for male and female civil servants to be conducted by ILTIS. The emphasis will be on improving environment and capacities of female staff.<sup>9</sup> and increasing capacity through training in office administration, tools for gender advocacy and gender sensitive management.

The Civil Service Commission has begun an extensive program of training for civil servants. Among its mandates are to provide policy and strategic planning, macro technical needs assessments, quality assurance of training, approval of curricula and accreditation of training providers. They are responsible for the design and delivery of senior management training for all ministries and provincial administrations. The contact information for the provincial offices is included as Appendix 2 in the Additional Information section. It has coordinated training programs for civil servants including the following:

- Capacity building unit training program funded by the European Union (EU): English, computer, management, accounting, 60 trainees per ministry/province every 6 months, total goal 4000.
- Civil Service Training Center being built by Korean International Cooperation Agency (KOICA): curriculum by EU, IT internet and some hardware, develop trainers for each ministry
- These programs are further detailed in Appendix 6 of Additional Information.

IARCSC also operates the Afghanistan Civil Service Leadership Development Program for 2005-2007 funded by UNDP. It will address the training deficit of 550 senior civil servants along with selected younger professional staff. Participants will be selected from all of the ministries. The program has 3 different components:

- Top Leadership Programme – senior civil servants, deputy minister and heads of department; topics will include strategic planning, management change and governance
- Senior Leadership Programme – senior manager and civil servants grade 2 and above; topics will include good governance, office management, and service delivery.
- Emergent Leaders Programme – young civil servants with the potential to become senior manager, grades 3-5; topics will include performance management, motivation, and problem solving.

GTZ-Gender Mainstreaming has been providing intensive on-the-job technical advice on policy and management to Ministers and Deputies in 2005. Key ministries include MoWA and MMD. A 3-day Gender Budgeting training for 5 ministries, average attendance of 30 staff, 50% female was held in spring 2005.

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<sup>9</sup> The training proposal is detailed in the Bibliography.

In 2003 the German Foreign Ministry undertook 3 days of training for Afghan advisors and senior management on gender mainstreaming. More than 8 different ministries participated in addition to the President's Office.

### Provincial Administration

UNAMA supported a project for training mid-level government officials in basic management practices and the UNAMA Gender Unit developed a specific gender module. Two Training of Trainers (ToT) sessions were held, one in Kandahar city in March 2005 and one in Kabul for provincial participants in July 2005.

An expansion of this program is planned to be conducted in 8 regional centers drawing participants from 34 provinces. Each regional course would have 40-150 participants with a planned total of 784 trainees. The regional centers would be located in Kabul, Kandahar, Jalalabad, Kunduz, Mazar, Herat, Gardez and Bamyan.

Gender trainings including gender awareness and gender and development were provided by the Ministry of Women's Affairs between 2003 and 2005. Trainings were conducted in Parwan, Mazar, Badakhshan, Nangahar, Kunduz, Bamyan, Herat, Khandahar, Ghazni and Logar. Financial support was provided by UNDP with technical support from Afghan Women's Network.

See also the description of AIMS project under Inter-Ministerial section which included trainees from provincial administration.

# Recommendations

## General

### *1. President Karzai should hold government officials publicly responsible for a commitment to gender equality*

Under the Afghan constitution, CEDAW and the National Development Framework, the Afghan government has an official commitment to gender equality. The current environment surrounding women's training in civil service violates each of the principles agreed to in the government's goals on women's advancement and opportunities. Ministers and the Civil Service Commission should be held publicly responsible by President Karzai and the Parliament for seeing that the government's position on gender equality is being actively implemented.

### *2. IARCSC should form an equity unit*

The IARCSC's public position against a gender component in civil service reform is in direct violation of the official position of the Afghan government as specified in the NDF. An ostensibly "gender-neutral" paper-based reform process ignores the reality of women's lives and their complete exclusion from education and employment in the recent past. Afghan society has been anything but "gender-neutral" in the past and that won't be corrected by the current Commission's attitudes toward ignoring the unique challenges facing women. The Commission should belatedly accept the strong recommendations of many previous advisory documents and finally create an equity unit that would integrate gender considerations into the civil service reform process and would also take responsibility for advancement of disabled and ethnic minorities.

### *3. Implement RRR process immediately with gender component*

The RRR process is a critical component of the PAR/PRR process. The PRR process is already in progress in several ministries and women have been and will continue to be displaced. As long as RRR is simply a diagram on a piece of paper, these women will have no access to the assistance that is supposed to be available to identify retraining and placement opportunities. The program is not officially scheduled to begin until late 2006. This is too late for women who have already been displaced and those who will be over the course of the next year. A qualified candidate should be immediately identified to head this program. The program should be implemented with an explicit gender component that will identify and address the unique needs of women being displaced from their civil service positions.

### *4. Implement gender-sensitive merit-based selection processes for training attendees.*

The current lack of any merit-based selection process for training leads to civil servants attending training that is often irrelevant to their job function and for which they are not qualified. An example of a selection process is one developed for an upcoming overseas training scholarship program that will be utilized by the Ministry of Finance. It outlines a transparent selection process and requires applicants to prepare written materials as well as interviews. Applicants will be judged on a scoring system of listed requirements. A specific gender component is included to identify women who would be qualified participants but may not have the formal educational degrees and certificates available to male employees. Implementing gender-sensitive merit-based selection processes throughout ministries will help improve the return on training investment by providing relevant training to qualified participants.

### *5. Ministries and donors participate in central training tracking*

A major weakness in the current civil service training environment is the lack of central tracking of courses, topics and participants. This has the result of duplicate trainings being provided which may or may not be relevant to the ministry personnel attending. IARCSC has been assigned the mission of tracking training being provided throughout the government. A simple form is available from

IARCSC in Excel format to submit this information. Ministry training departments and donors should provide IARCSC information on the trainings they are conducting so that a central database can be maintained.

### Specific Categories of Women Civil Servants

Women in senior- and mid-level managerial and policy-making positions:

#### *6. Provide business communications training*

In the Afghan cultural setting, women often do not have the opportunity to develop a comfort level with speaking publicly, in mixed-sex groups and in a potentially argumentative situation. Training in public speaking, official written communications such as reports and memos, debate, PowerPoint presentations and other business-environment communication skills would be of enormous benefit to women in this group. Senior women would have more confidence in presenting and defending their policy and managerial views in ministerial settings.

#### *7. Provide training for effective access to women in the Parliament*

The few women in policy-making positions in government should have the opportunity to create a working network with women in the Parliament. Several of these women in ministries have themselves requested training in interacting with elected officials. They need such skills as lobbying, proposal generation and political mechanics to be effective advocates with members of the Parliament. The current Interministerial Women's Group meeting at MoWA should have scheduled opportunities to meet with a women's caucus of MP's on a regular basis to form a women's governmental network that women in both legislative and executive roles can use to further their goals and be a more substantial presence in government.

Women in administrative and technical positions:

#### *8. Provide business communications training*

In the Afghan cultural setting, women often do not have to opportunity to develop a comfort level with speaking publicly, in mixed-gender groups and in a potentially argumentative situation. Training in public speaking, official written communications such as reports and memos, PowerPoint presentations and other business-environment communication skills would be of enormous benefit to women in this group. Administrative and technical women would have more confidence in presenting and utilizing their skills in the workplace.

#### *9. Provide intensive English language training*

Many ministries and organizations have been providing basic English language courses to women in civil service. While this is a wonderful effort, it does not address the most pressing need for language abilities in the ministries - high-level translators, those whose knowledge of spoken and written English includes the ability to interpret and translate concepts. Simple conversational English is helpful in interacting at a casual level with international visitors to ministries but does not supply the skills most in demand. Providing women the opportunity to be intensively trained in high-level written and spoken English will give them a valuable, marketable skill that would be difficult to ignore in the ministries.

Women in support positions such as cleaners and tea servers:

#### *10. Conduct a relevant needs assessment*

A significant number of women work in the civil service in very low-paying positions such as kindergarten teachers, cleaners and tea servers. These positions are desirable to many of them because they can provide guaranteed (up until PRR) employment, a low-pressure work environment and a time commitment that enables them to also perform their time-intensive domestic and child-

care duties. A brief study should be conducted that will gauge the desires and aspirations of these women. Stock answers such as English and/or literacy classes may not provide what these women are truly looking for. Some may be in more need of on-site childcare or domestic violence intervention to be able to be more productive at work. A study that puts aside international assumptions could identify training and other services that would be a true benefit to these women.

Women who will be displaced in the civil service reform process:

*11. Provide opportunity for retraining as teachers*

One of the areas of civil service employment that is welcoming of women is in teaching. The need for teachers is still great throughout the country and female teachers are in short supply for girls' schools. Serving civil servants displaced from their positions in the course of civil service reform is an important aspect of the mission of the RRR process. Providing the opportunity to remain in the civil service system as teachers would meet 3 criteria of RRR: improving the skills of civil servants, providing new skills to displaced employees and identifying new job opportunities. The various paths to teacher training are outlined in Appendix 4 of the Additional Information section.

*12. Provide intensive English language training*

Many ministries and organizations have been providing basic English language courses to women in civil service. While this is a wonderful effort, it does not address the most pressing need for language abilities in the job market - high-level translators, those whose knowledge of spoken and written English includes the ability to interpret and translate concepts. Simple conversational English is helpful in interacting at a casual level with the international community but does not supply the skills most in demand. Providing women the opportunity to be intensively trained in high-level written and spoken English will give them a valuable, marketable skill that would be difficult to ignore in the open job market.

Women who will enter the civil service in the near- and medium-term future:

*13. Assist in GTZ research project on civil service employment for women*

There is a vast field of unidentified and unaddressed issues facing women who may serve in the civil service in the future. UNDP is concluding a study on this topic that will be available shortly. GTZ will be using that information as well as additional study to complete a paper by the authors of this paper in January 2006. This paper will look at such topics as internships, mentorships, recruitment, work environment and other factors as may be identified. GTZ and the current authors would welcome information, viewpoints and assistance from all ministries and donor organizations in November/December 2005 as this paper is in progress.

## List of Abbreviations

ADB - Asia Development Bank

AIMS - Afghanistan Information Management Services

AITM – UNDP project implementing partner, full name not listed in program reports

AWN - Afghan Women's Network

CEDAW - Convention on the Elimination of Discrimination against Women

DFID - United Kingdom Department for International Development

DoWA - Departments of Women's Affairs

EU - European Union

GIS - Geographical Information Systems

GTZ-WEPP - German Technical Cooperation Women's Employment Promotion Project

Hajj - Ministry of Religious Affairs

IARCSC - Independent Administrative Reform & Civil Service Commission

ILO - International Labour Organization

JICA - Japan International Cooperation Agency

KOICA -Korean International Cooperation Agency

MoC - Ministry of Commerce

MoCI - Ministry of Culture and Information

MoE - Ministry of Education

MEW - Ministry of Energy and Water

MoF - Ministry of Finance

MoFA - Ministry of Foreign Affairs

MoHE - Ministry of Higher Education

Mol - Ministry of the Interior

MoJ - Ministry of Justice

MoLSA - Ministry of Labor and Social Affairs

MMD - Ministry of Martyrs and Disabled

MoP - Ministry of Economic (formerly Ministry of Planning)

MoPH - Ministry of Public Health

MRRD - Ministry of Rural Rehabilitation and Development

MoT - Ministry of Telecommunications

MoTFA - Ministry of Tribal and Frontier Affairs

MoWA - Ministry of Women's Affairs

NABDP - National Area Based Development Program

NDB - National Development Budget

NDF - National Development Framework

PAR - Public Administration Reform

PRR - Priority Reform and Restructuring

RRR - Reskilling, Retraining and Redeployment

SWIM - Senior Women in Management

T&D - Training and Development

TDD - Civil Service Training and Development Department

TNA - Technical Needs Assessment

ToT - Training of Trainers

UNAMA - United Nations Assistance Mission to Afghanistan

UNDP - United Nations Development Programme

UNFPA - United Nations Population Fund

UNIFEM - United Nations Development Fund for Women

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A wide selection of information from both verbal and written sources was used to prepare this report. Interview sources are listed in the Contact Information page of the next section. Printed sources are listed here.

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## **Additional Information**

The following documents provide more details on information covered in the above sections. Complete copies of the following are attached.

Attachment 1  
Contact Information

Attachment 2  
IARCSC Regional Offices

Attachment 3  
Excerpts on gender in the National Development Framework

Attachment 4  
Procedure of becoming a teacher  
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Attachment 5  
RRR Process  
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Attachment 6  
European Union PAR Project for training Afghan civil servants  
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Attachment 7  
Training provided to Ministry of Women's Affairs employees  
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Attachment 8  
Ministry of Women's Affairs - Employee Training Abroad  
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Attachment 9  
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Prepared by Sharif Karimi

Attachment 1

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Attachment 2

IARCSC Regional Offices

<b>S/N</b>	<b>Provinces</b>	<b>Zone</b>	<b>Representative</b>	<b>Tele:</b>
01	Kabul, Parwan, Kapisa, Bamyan, Punjsher, Maidan Wardak	Central	Abdul Rashid Jahanbaz	079-331-170
02	Balkh, Samangan, Jawzjan, Faryab, Saripul	South	Abdul Rahman Rasikh	079-404-845
03	Herat, Badghez, Farah, Nimroz, Ghoor	West	Haji Abdul Salam	079-339-256
04	Kunduz, Takhar, Badakhshan, Baghlan	North-East	Haji Abdul Jalil Hamid	079-547-917
05	Jangarhar, Kunar, Laghman, Noristan	East	Ms. Gulalai	070-070-365
06	Paktia, Khost, Paktika, Logar	South-East	Ghulam Ali Joshan	070-285-744
07	Kandahar, Gilman, Uruzgan, Zabul, Ghazni, Daikunde	South-West	Ghul Ahmad Nazari	079-193-029

### Attachment 3

## Excerpts on gender in the National Development Framework

Page 7:

Cutting across all our activities will be the issues of security, of administrative and financial reform, and of gender equity. P. 7

Page 11 – Bold in original document

The years of conflict degraded the civil service. We now need to start work in earnest on the important task of creating a modern and efficient civil service. The Civil Service Commission has been selected and will start its work soon. It will need to be supported by strong analytic work and by inputs from key actors in the development arena to formulate and implement a comprehensive agenda of reform. Of particular importance will be training, in both management and technical areas. A civil service training college is being proposed. **A key concern in rebuilding our civil service will be the role of women. Conflict, brain-drain and political discrimination have obliterated the progress Afghanistan had once made towards gender equity in its government offices. The total exclusion of women for the past several years also means that the concerns of women are less likely to be promoted or protected. The presence of women within our civil service, at all levels including the top, will be a critical influence in making progress towards the international human rights standards to which we have made a commitment.**

Pages 12-13

Progress towards gender equality is a critical issue for us. On this we will adopt a two-pronged approach. First we will adopt measures to restore those rights to our women and girls that they were denied because of the segregationist policies of the Taliban and the threat to their personal security during periods of conflict. To support this, we will need to create women's specific opportunities that will allow them to catch up with men and boys. Particular concerns are the re-instatement of women in employment and income-earning opportunities, up-grading women's professional knowledge which has fallen out of date because of their years of exclusion, and enhancing their management skills and familiarity with modern technologies in the work place. These will call for specific programs directed to enhancing the capabilities of our girls and women.

We do not want gender equality to be treated as a ghetto. All programs must pay special attention to the respective roles and responsibilities of women and men, and not merely attempt to include women as an afterthought. This leads in to our second approach. We will need to undertake a process of re-assessment in all sectors to see where we can newly promote the inclusion of women as well as men in order to increase their role in all walks of life. This should include the political, the economic and the social.

With respect to the economic sphere of life, there is much potential for more equitable opportunities to be realized between our women and men; because our women are often invisible that does not mean they are always excluded. There is little in Afghan everyday life that does not, in some way, involve both its female and male members. There is certainly room for more work to be done here, but we are realistic, it will involve new approaches, new tools, new technologies as well as some new attitudes. We look to the international community to lend their expertise to show us the way towards realizing and enhancing the participation of both women and men in all sectors of our National Development Framework, whether it be agriculture, enterprise or communications.

To support the above, we have to engage in a societal dialogue to enhance the opportunities of women and improve cooperation between men and women on the basis of our culture, the experience of other Islamic countries, and the global norms of human rights. With the support of the UN and in accord with the human rights provisions of the Bonn Agreement, we have made a beginning on human rights education. Following the first national workshop convened on 9 March, the

working group is initiating its consultative process and first meetings to elaborate a two-year plan of action throughout the month of May.

Restoring and enhancing the status of women in Afghanistan is a challenging task. To support this we have established a specific Ministry of Women's Affairs. This will play a key role in promoting policy and strategy to ensure the full participation of women in society. It is equally clear that the Ministry of Women's Affairs cannot alone handle the interests of over half of our total population. Nor does it have the sole responsibility to do so. All arms of government carry responsibility to ensure equitable involvement of women within its offices, and within its own field. The Ministry of Women's Affairs is a new structure in government for us; it will take time for the Ministry to develop and agree its own mandate, and to consolidate its position. Once this is done, we can expect to have a more elaborated gender strategy.

Attachment 4

Procedure of becoming a teacher

20 October 2005

Information provided by Ministry of Education

Translated from original Dari

- Students that are graduated from high school must give metrics exam so that they get admission in Kabul University.
- Those who want to become teachers have two choices:
  1. Prefer literature faculty (or any other faculty) and study for four years.
  2. Take complete term of TOT training for four years.
- After taking the certificate and degree they can apply for teaching in MoE.
- By the approval of the commission who verifies the applications, the candidates will be introduced to different schools in all over the country.

For those who don't have degree or diploma from any faculty or TOT trainings; there is no chance to perform in the city schools, but they are given chance to do teaching in rural areas and provinces.

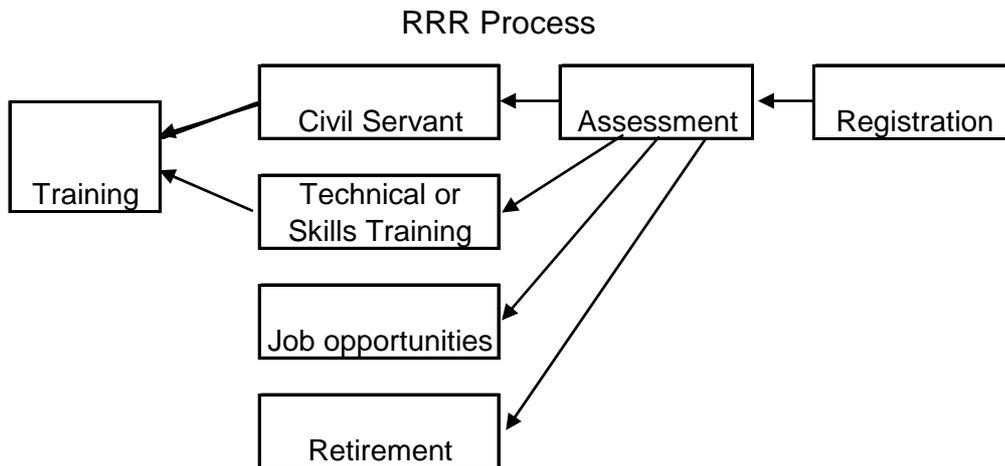
Attachment 5

RRR Process

9 October 2005

Provided by MoLSA Deputy Minister Bashiri

Translated from original Dari



## Attachment 6

Feroz Kamal Personnel Assistant  
October 17 2005  
Tel: 079 655211  
iarcsc@yahoo.com

### European Union PAR project for training Afghan civil servants

In terms of **capacity building** and under the 2<sup>nd</sup> Reconstruction Programme (7 ME), the EC Project is currently implementing the following activities:

In the framework of the **CBGs**:

- **Refurbishment** of 33 Training centres (in 27 Ministries and 6 Provinces): 3 classrooms are renovated + 1 kitchen & bathrooms per organization. As of today 14 are renovated and the rest is on going.
- **Equipment** of the 33 Training centres: office furniture, IT equipment (PC. Scanners, printers, multimedia projectors and copy machines). Two tenders representing €830,000 are launched and in progress. The equipment should be delivered in November 2005.
- **Selection and appointment of ~ 100 Afghan trainers (20% are women)**: administrative basic skills (English language, computer and management skills). 15 Afghan trainers have been trained in English language by the British Council, 11 in computers and 14 are currently trained in management skills by our partner Itis (German firm).
- **Training of civil servants**: training has started in 6 Ministries (English and IT) represented ~300 civil servants trained. Depending on delivering of office and IT equipment, 3960 civil servants should be trained during the whole duration of the project.

In the framework of our support to the future **Civil Service Training Institute**, a feasibility study has been carried out by an EU Consortium ENA/MPI. The final report will be available by the end of this month.

In addition one LT EU TA is in charge of the implementation of the project, providing transfer of know-how and on the job training to the local staff members.

In total this project represents **3,858,252 Euros** allocated to the Civil Service Reform mainly focused on capacity building.

The project signed by the Afghan Government in January 2003, started in March 2004 and is supposed to end in March 2006. It is possible that the final project end will be postponed up to the end of 2006.

A second EC project of **10 ME** has been concluded with the Afghan Government in December 2004. As of today this project did not start yet. However this project will certainly start soon and will be mainly focused on capacity building and training.

## Attachment 7

### **Ministry of Women's Affairs - Training provided to Ministry Employees**

**Report translated from the original Dari**

**22 October 2005**

#### **Capacity Building trainings:**

By financial support of UNDP and technical assist of AITM

1. Management courses, Report writing, Monitoring, TOT, Proposal writing, accounting, Budgeting and teacher training were held for MoWA staff in Kabul during the years 2003-2005.
2. Management classes, Report writing and accounting were given for Provincial staff of MoWA in Parwan, Herat, Nangarhar, Bamyan, Kunduz during the years 2003-2005.

#### **Gender Trainings:**

By financial support of UNDP and technical assist of AWN (Afghan Women's Network)

1. Gender trainings for the key staff of 13 ministries (MoFA, MoI, MoE, MoP, MRRD, MoCI, MoHE, Hajj Ministry, MMD, MoC, MoH, MoJ).
2. Gender Trainings (Gender Awareness trainings, Gender and Development, Gender Assessment) were given for the above ministries during three years 2003,2004,2005. As a result, about 560 governmental and non-governmental workers were benefited from all these trainings.
3. Gender trainings for provincial areas:  
The Gender&Development and Gender awareness trainings were given to people in 10 provinces (Parwan, Mazar, Badakhshan, Nangarhar, Kunduz, Bamyan, Herat, Kandahar, Ghazni and Logar). The future plan of the Training department will take us to farther remaining provinces for providing these trainings.

Attachment 8

Ministry of Women's Affairs - Employee Training Abroad

Translated from original Dari

20 October 2005

Date	Country	Name of Training	Participants
Nov,2002	Sri Lanka	ILO,SAAT Invitation	1
Nov,2002	Sri Lanka	Seminar of Poverty in Southern Asia	1
Dec,2002	Italy	Women's role in Afghanistan	3
Nov,2002	Albania	Congress Invitation	1
Feb,2002	Japan	Program of International Associations	2
Oct,2002	Swiss	Conference of Women and Religion	1
Feb,2002	Swiss	Gender Training	1
Dec,2002	Italy	Conference of women's status in Afghanistan	3
Jun,2002	United States	Management Program	1
Aug,2002	United States	Introduction with famous personalities	1
Jun,2002	United States	Educational Training and Management for Women	1
Jun,2002	United States	International gathering of women	1
Dec,2002	United States	Celebrating the fifth year of CHF	1
Dec,2002	United States	Program of International Associations and development	3 female, 1 male
July,2003	Sri Lanka	Seminar of Awareness for Asian gatherings	1
July,2003	Sri Lanka	Seminar of Partnership Project	1
Mar,2003	Sri Lanka	Agriculture Development Seminar	3
Sep,2003	Thailand	General Review of PiKing plans	1
Sep,2003	Thailand	Violence and misuse of children	1
Nov,2003	Holland	Conference of women's right	1
2003	Pakistan	Skills Training of Northern West	1 male,1 female
Oct,2003	France	thirty second conference of UNESCO	1
Aug,2003	France	Workshop of Gender	1
Nov,2003	Japan	Seminar of development in men and women's right	2
Oct,2003	Japan	Women's development programs	1
Dec,2003	Japan	Training of women's development	1
Oct,2003	Swiss	Gender Training	1
Feb,2003	England	Gender Training	2
Dec,2003	Italy	Business Training	3
Oct,2003	Guyana	A conference with the title of "Women want peace"	1
May,2003	Germany	Afghan women's after Taliban's era	1
Nov,2003	Germany	Educational course	1
Dec,2003	Germany	Technical Training for women	3
Oct,2003	United States	Meeting of Women's Ministers	1
June,2004	Malaysia	Educational course for drug addict's treatment	2
Oct,2004	Malaysia	Conference of drug avoidance	1
Oct,2004	Indonesia	Development of Islamic Values Regarding women's right	1

July,2004	Turkey	Leadership Workshop	1
Apr,2004	India	Educational course	1
Feb,2004	India	Workshop of Micro Businesses	1
Jan,2004	Pakistan	Skills Training Program	1
Feb,2004	India	World Social Forum	1
June,2004	Italy	Workshop of Business women	3
July,2004	Italy	Capacity Building for business women	3
Oct,2004	Italy	Advisor's Training in Terms of Marketing	1
July,2004	France	Seminar for educational planning	1
Sep,2004	Sweden	Conference of violence against women	1 male,1 female
June,2004	Australia	Conference in Asian women's Parliament	1
Oct,2004	Albania	Leadership Training	1
July,2004	Beirut	Seminar of economical and social committee	1
July,2004	Japan	Gender Training	1
Dec,2004	Japan	Gender Training	1
Dec,2004	Italy	Marketing and Business skills Training	2
Feb,2004	Switzerland	Gender and Development Policy	3
Sep,2004	Japan	Capacity building for women	1
Apr,2004	Germany	International Conference for about Afghanistan	1
Nov,2004	Switzerland	Conference of women stuggling for peace	2
Feb,2005	United States	International conference of women's condition	1
Apr,2005	United States	Gathering in Pennsylvania university	1
July,2005	Turkey	A conference for building relations between Afghanistan and Turkey	6
Jun,2005	Sri Lanka	The second International meeting	1 male
Apr,2005	Indonesia	Official Trip	1
Apr,2005	China	Workshop of Women and Youth's Role	1
May,2005	Malaysia	Meeting of women's development	1

Attachment 9

Ministry of Finance - Training Programs Year 1384 & 1384

23 October 2005

Prepared by Sharif Karimi

Course Title	Participants	Duaration	Male	Female	Department	Implementing Organization
<b>IT</b>	2		2		Admin	ministry of communication
Basic of accounting and management	42	one month	30	12	general department	development and training directorate
<b>IT</b>	2		2		Admin	ministry of communication
English ordinary course	22		15	7	general department	development and training directorate
English course Level 3	18		12	6	general department	development and training directorate
Administration reform	24		21	3	Admin	development and training directorate
statistic reports	22		19	3	Admin Revenue	development and training directorate
Administration reform	16		15	1	Admin	Human Resources
customs tariffs	15		14	1	Auditing	development and training directorate
Explanation of form B10 and B11	25		20	5	Accounting directorate	development and training directorate
Time management	23		19	4	different departments	development and training directorate
Explanation of form B10 and B11	25		20	5	Budget directorate	Budget Directorate
Explanation of form B10 and B12	47		47		deferent ministries	Budget Directorate
	25		20	5	Budget directorate	Budget Directorate
principles of writing	36		27	9	deferent department	Budget Directorate
administration and taxes system	21		15	6	L TO	Korean organization
Explanation of form B10 and B11	30		25	5	Different Ministries	budget Directorate
Administration reform	48		45	3	general department	development and training directorate
English level 2 course	17		13	4	General department	development and training directorate
Archive filing system	52		32	20	Admin	development and training directorate and Inwent org
computer courses. Windows, word ,Excel	10		7	3	accounting and Admin directorate	development and training directorate

computer courses. Windows, word ,Excel	11		9	2	Admin	development and training directorate
computer courses. Windows, word ,Excel	11		9	2	Accounting	development and training directorate
free balance course	33		25	8	Treasury Department	Treasury Department
financial sustainable planning	1			1	EGYPT	ministry of finance
women supporting and economic development	2	2 months	2		women's supporting office	ministry of finance
about the directorate communication with the archive	25		24	1	Admin	Development and training directorate
train the trainers	9		6	3	Admin	Development and training directorate
Program and policy	1		1		customs directorate	Philippines
renew able energy	1		1		treasury department	American organization
general controller of accounting section	1			1	treasury department	Pakistan
Explanation of revenue cods	43	2 days	40	3	ministries and Department	Development and training directorate
Explanation of revenue cods	46	3 days	45	1	mustofiats first group	Development and training directorate
Explanation of revenue cods	46	3 days	45	1	mustofiats first group	Development and training directorate
Administration control and Evaluation	16	1 day	15	1	Ministry Department staff	Development and training directorate
basic of accounting	15	one month	9	6	Ministry Department staff	Development and training directorate
taxes	16	3 days	16		L T O Staffs	Development and training directorate
Time management	9	one day	7	2	general department	Development and training directorate
taxes on salaries	23	3 months	18	5	Revenue department	Development and training directorate
computer training	10		9	1	general department staffs	Development and training directorate
management	10		8	2	general department staffs	Development and training directorate
monitoring of P.R.R Staffs	16	one day	11	5	general department staffs	Development and training directorate

Capacity building to Administration reform	60		40	20	general department staffs	Development and training directorate
Develop Administration	3		2	1	general department staffs	Development and training directorate
computer training	10		9	1	general department staffs	Development and training directorate
Internet course	10		7	3	general department staffs	Development and training directorate
Budget reform (GTZ)	5		3	2	Budget Department	Development and training directorate
Total	955		781	174		

kind of scholarship	country	participant	female	Department	Duration
Electronic relation workshop	India	1	Admin		7 DAYS
Casin program	Swiss	2	Treasury		25 DAYS
Government procurement for central and Eastern Europe	Turkey	1	Admin		2 DAYS
Economic training	china	4	Different Department		31 DAYS
Taxes course	Japan	1	Treasury		