



*To evolve into a modern, effective, fully funded and functioning public institution that facilitates the outcomes of the Ministry of Education*

*[Ministry of Education Five Year Strategic Plan: 2006]*

## The Institutional Challenge

Afghanistan has embarked on an unprecedented and ambitious institutional reform at every level of government. After almost five years the main institutional architecture is in place, with a new Constitution, an elected President, an appointed government and a democratically elected parliament. Some key organic laws are in place and the I-ANDS represents the overall vision of the future for Afghanistan.

It is expected that for the foreseeable future the overwhelming share of the delivery of education will be carried out by the government sector and thus the operating and development budgets. Our most significant recurrent cost is for teachers, the largest employment group in the budget sector in Afghanistan. Achieving the Government's commitment of the ANDS has considerable fiscal sustainability implications.

To date, our donor partners have been highly supportive and we hope this will continue as we aim for fiscal sustainability as well as the core Educational outcomes. We have commissioned the preparation of a new Five Year Strategic Plan for the Ministry of Education to guide us in our priority setting and in ensuring the most effective partnership possible with the donor community. The first iteration of this plan will be available in mid October. It is intended to provide a more robust basis for financing the Education goals and a framework for the development of our administrative capacity to bring the plan to fruition.

## A Process of Reform

With the institutional architecture now largely in place it is time to broaden the administrative capacity and take greater control over the necessary resources. We intend to build the appropriate rule set and systems that give visibility and confidence to managers and donors alike. We have already started working more closely with Finance and will be part of the pilot introduction of program budgeting to Afghanistan. With the Public Service Reform structure almost complete, the development of a robust, career oriented administrative cadre to manage change is critically important so that we can manage both the current transitional phase and the longer term. We are critically short of quality people with experience – or having the skills – to develop and maintain a strong central administration and a stable system of shared authority with provincial and district levels of service delivery and quality.

The Ministry will work towards building the basis now for the future leaders of government. Skills and knowledge appropriate to budget decision making, professional and well based policy analysis, advice and the reliable implementation of government programs are in desperately short supply. Our ability to make a success of decentralized service delivery and engagement of the local government structure is totally dependent on our ability to build the human capacity to administer the rule set and systems of a modern Ministry. We need simultaneously to build a cadre of high quality public administrators who see Public Service as a first rate professional calling and keep the wheels of government turning over in the meantime.

### Major Objectives: 2006 - 2010

- Institutionalise organisation reform in the Ministry at the central, provincial, district and school level.
- Develop a national financial monitoring system that can ensure full accountability of all Ministry funds
- Develop a programme budgeting system in partnership with the central Ministry of Finance
- Develop a system for human resource recruitment, professional upgrading and merit based career paths
- Develop a national cadre of professional, high calibre public administrators
- Through strengthening the central institutional systems, develop a process of decentralised financial and human resource management

### Budgetary Requirements

Current Funded Amount:	\$ 7.5 mil
Funds Required:	\$ 25 mil
Total Shortfall:	\$17.5 mil

### Key Partners

World Bank, UNICEF, DANIDA