



Strengthening training in public administration

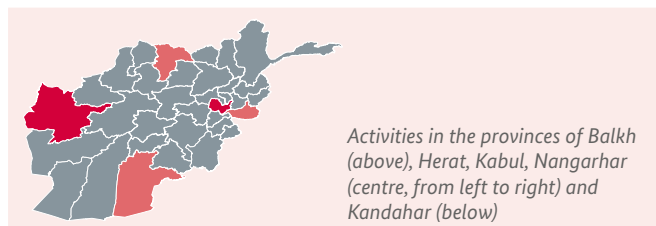
Effective, citizen-responsive public administration in Afghanistan

Context

Developing an effective public administration system is one of the central challenges facing Afghanistan. There is a severe shortage of trained staff able to develop and implement the procedures required and to set up the necessary institutions. Solidly based systems for initial and continuing training in the public sector, and in particular for experts and managers, are key factors in an effective public administration in line with the rule of law. These systems are not yet available to an adequate extent.

Objective

Working against this background on behalf of the German Federal Foreign Office (AA), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is supporting Afghanistan in developing a more efficient public administration that can provide citizen-oriented services. The objective is to lay the groundwork for standardised initial and continuing training for public sector managers in Afghanistan.



Activities in the provinces of Balkh (above), Herat, Kabul, Nangarhar (centre, from left to right) and Kandahar (below)

Programme:	Strengthening training in public administration in Afghanistan
Commissioned by:	German Federal Foreign Office (AA)
Partner:	Ministry of Higher Education (MoHE), Independent Administrative Reform and Civil Service Commission (IARCSC), Afghanistan Civil Service Institute (ACSI)
Implementing organisation:	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Provinces:	Balkh, Herat, Kabul, Kandahar and Nangarhar
Programme objective:	Creating the foundation for standardised initial and continuing training in public administration for public sector managers in Afghanistan.

Results

Since 2012, GIZ has been advising five Afghan universities on setting up Bachelor of Public Administration courses and Faculties of Administrative Studies. This also includes the construction of new faculty buildings.

- Bachelor of Public Administration courses have been running at the Universities of Herat, Jalalabad, Kabul and Mazar-e Sharif since 2012 and at the University of Kandahar since 2013.
- A standard curriculum for Bachelor of Public Administration courses has now been agreed between the universities involved, the Ministry of Higher Education (MoHE), and the Afghanistan Civil Service Institute (ACSI) and put into effect.
- A complex of buildings is currently being completed for 800 students at the Faculty of Administrative Studies at the University of Balkh in Mazar-e Sharif, including lecture theatres, seminar rooms, offices and a library. It is due to open in the third quarter of 2014.



Left: The Dean of the Faculty of Public Administration and lecturer colleagues from the University of Jalalabad during a workshop in Kabul

Right: A lecturer from the Faculty of Public Administration at the University of Mazar-e Sharif delivers a course



First summer academy 2012
in Ankara

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- In the summer semester 2012, around 700 students completed a course in public administration, around 200 at the University of Mazar-e Sharif, some 100 students at the University of Kabul and 400 at the University of Herat. Evening courses are now also available for students in employment. Around 750 people embark on a course of study every year, so by 2014, just over 2,000 Afghan students were already studying for the Bachelor of Public Administration. 15 per cent of these were women.
- The theoretical training offered at five universities (Balkh, Herat, Kabul, Jalalabad and Kandahar) has been networked with the practical training offered at the ACSI, providing solid and sustainable training for young managers for Afghanistan's public administration at national and sub-national level.

At national level, GIZ is advising the Ministry of Higher Education and the Independent Administration Reform and Civil Service Commission (IARCSC) in devising a strategy for the initial and continuing training of public administration staff and developing shared training standards. It is also advising the ACSI on planning and implementing continuing training measures and developing lecturers' skills as well as supporting the networking of universities and the nationwide standardisation of curricula. In 2012, a debate was launched between IARCSC and the universities on concepts for initial and continuing training and on further development of the Bachelor of Public Administration courses.

Technical advice to the Afghan universities is being carried out in close collaboration with the University of Potsdam and in consultation with the Max Planck Foundation for International Peace and the Rule of Law and the Centre for International Migration and Development (CIM), all in Germany. Since 2012, German professors and lecturers have been offering technical coaching in Afghanistan prior to each semester, helping Afghan lecturers to prepare for their lectures in public administration.

Since summer 2012, an annual summer and winter academy have been held in Turkey and in India. Support is also being provided for participation in academic conferences. These occasions give Afghan lecturers an opportunity to exchange views and know-how with their German counterparts and international partner institutions.

Services

High-quality training is essential for efficient public administration. Five universities, in Balkh, Herat, Kabul, Jalalabad and Kandahar, are being equipped to develop and launch their own training courses in public administration and to conduct independent academic research. These universities are being networked with the Afghanistan Civil Service Institute (ACSI), the training institute of the Independent Administration Reform and Civil Service Commission (IARCSC). Thus enabling them to provide practical training in line with the requirements of the Afghan public administration. Meanwhile, ACSI is enabled to benefit from academic research findings.

GIZ is supporting the Afghan Government in

- creating the necessary framework for coherent training in public administration;
- developing the skills of decision-makers at university level;
- equipping the academic staff to teach and conduct research.

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