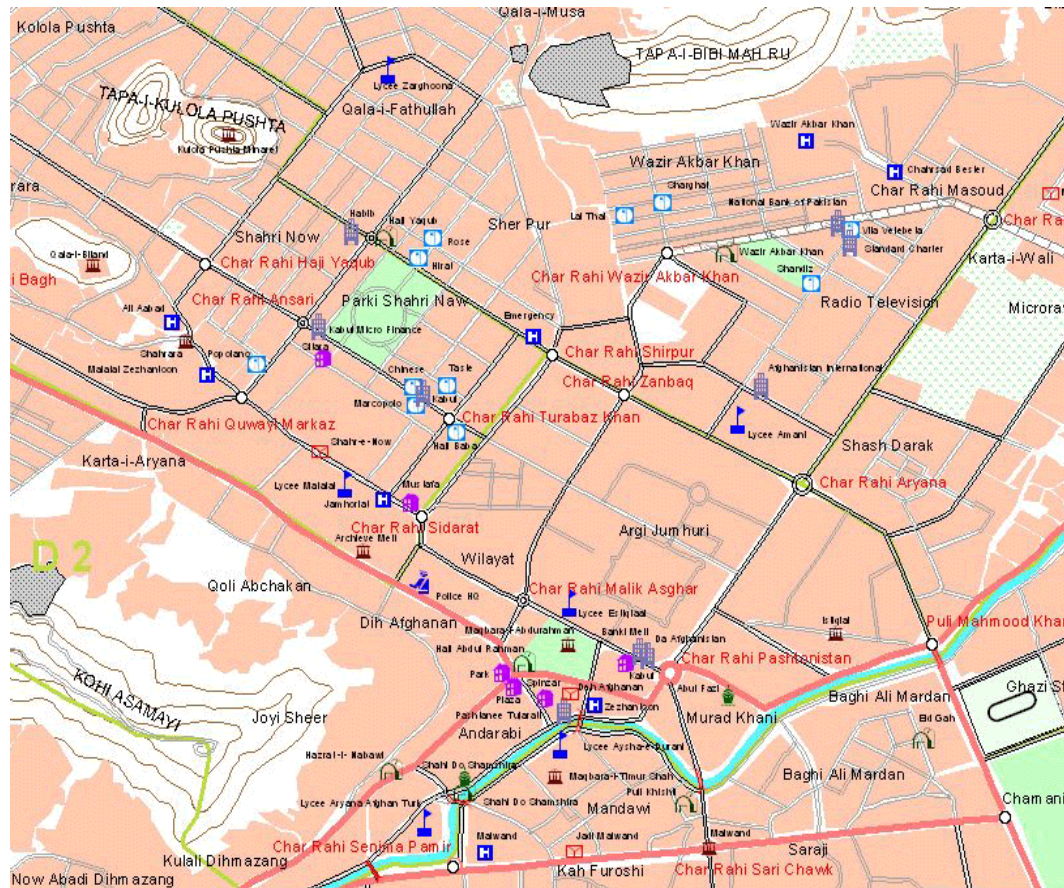




AIMS

BUILDING INFORMATION MANAGEMENT CAPACITY

00037482



2004 Annual Report



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Executive Summary

The Afghanistan Information Management Service Project - AIMS, is a directly executed (DEX) UNDP project. AIMS has worked in Afghanistan since 2002, providing information management and mapping services for government and the humanitarian community. In 2004 AIMS completed the transition from a Humanitarian Information Center to a full-fledged capacity building project. With a new mandate of “Building Information Management Capacity in Government,” AIMS seeks to further develop the capability for Afghanistan to: improve efficiency, accountability and transparency in the civil service; increase alignment of external resources with national plans and priorities and improve the effectiveness and efficiency of reconstruction and development.

AIMS is firstly developing capacity in government to manage information systems such as Geographic Information Systems (GIS), databases and Management Information Systems (MIS); secondly, handing operational line activities to the relevant departments; and thirdly developing and maintaining advanced technological expertise in national staff. Through this approach AIMS seeks to develop a model for establishing different information management systems within appropriate government bodies. Specialized expertise in these information systems will be retained in Afghanistan to provide future services and advice to government and facilitate ministries to utilize information for effective management.

The project has grown in 2004 and has made significant progress towards its goals. The renewed focus on government activities has enabled AIMS to build a greater level of trust and cooperation with partners. Although the volume of delivery was high, the quality of the services and products continued to be the primary concern. Poised to expand again in 2005, AIMS is ready to make an even larger impact on Information Management in government. Building on the work of the previous years AIMS will draw on the growing pyramid of skills to solidly embed Information Management in government, and provide management the necessary tools for rebuilding Afghanistan.

Summary of major achievements.

Build GIS and database capacity in line ministries to support operations:

- Training provided to 652 government staff nationally from 24 ministries and departments (Annex 3).
- 36 technical projects supported nationally in 12 ministries.
- Solicited funding (\$267,599) and developed capacity building projects for regional government (Annex 1).
- Distributed over 1173 maps and CDs of data to government at no charge.
- Generated over \$35,000 from map sales for government capacity building programs.



Building specialist mapping capacity in the Afghanistan Geodesy & Cartography Head Office (AGCHO) and the Central Statistics Office (CSO):

AGCHO

- Provided GIS, English, Computer, and GPS training to 101 staff nation-wide.
- Initiated six month capacity building program for 27 people in English and Computers in Kabul.
- Provided support in donor relations by soliciting projects and liaising with commercial clients.
- Delivered support to AGCHO work plans.
- Collaborated on GIS projects such as Kabul City map, and Afghanistan Rivers.

CSO

- Initiated six month capacity building program for 45 people in GIS, Database, English and Computers.
- Developed and hosted new CSO website and provided training.
- Provided technical assistance to the Household Listing Exercise by establishing a map scanning and database section.
- Submitted donor proposals for additional projects.

Service provision to the humanitarian and private sectors

- Produced over 400 new maps in hard and soft copy.
- Updated names and locations of over 1200 settlements with data provided by customers.
- Developed new data standards for information sharing.
- Distributed over 14,000 hardcopy and digital maps.
- Collaborated on 106 projects with UN and NGOs, approx. 45% in regional offices.
- Provided a variety of training to 41 UN/NGO national staff.



Program Background

It is widely recognized that effective, transparent and shared information management can have a significant impact on improving efficiency, accountability and transparency in the civil service. It is also vital to increasing the alignment of external resources with national plans and priorities and improving the effectiveness and efficiency of reconstruction and development. The government of Afghanistan realizes this and has emphasized the critical nature of improved information management to support development.

Information management in Afghanistan, typical of that found in an emergency or post emergency situation, is often chaotic and disorganized, relying on complex or inappropriate processes and rarely geared to promote transparency or sharing of information. However, Afghanistan is seeing concerted efforts to tackle this situation, particularly among key government ministries such as MoF, MoIWR, MoMI, MRRD, and large government sponsored projects such as NEEP and NSP.

AIMS was established in 2002 by UNOCHA through the merger of the new Humanitarian Information Centre for Afghanistan (HICFA) and the existing Projects Management Information System (ProMIS). In collaboration with UNAMA (United Nations Assistance Mission for Afghanistan), AIMS provided Information Management and GIS services to the humanitarian community. In 2003 AIMS became a Directly Executed (DEX) project of UNDP, administered and managed by UNDP and reporting to the Resident Representative.

AIMS sits at the forefront of attempts to develop and harmonize disparate approaches to information management. AIMS, has a mandate to firstly build “Information Management Capacity” in the government of Afghanistan, and secondly to provide “Information Management Services” to the government and the broader humanitarian community. AIMS provides tools, technical assistance, training and services in the field of information management. It promotes common data and technology standards, the freedom of flow of information and transparency and supports policy development and programme implementation.

The link between improved information management and ensuring an efficient and effective reconstruction effort in Afghanistan is strong and is in full accord with UNDP Afghanistan Government Strategic Results Framework¹.

Afghanistan is currently undergoing radical change as the government reforms and seeks to establish effective line ministries while implementing large national programmes in all regions and sectors. Improved open information management lies at the centre of many of these activities directly promoting and enabling reform, visibility of operations, and providing tools for better management.

¹ Pillar III – Enabling Environment for Development – 3.2 Public Administrative Reform and Economic Management.



Project Overview

AIMS seeks to develop a model for establishing different information management systems within appropriate government bodies. In so doing specialized expertise in these information management systems will be retained in Afghanistan to provide future services and advice to government and facilitate ministries. The capacity to use GIS and databases needs to be built in all ministerial departments involved in geographical representation of information (spatial planning) or the use of data for internal or external processes. Such bodies should be able to collect information related to their operational interests, utilize databases for the storage and maintenance of data, conduct analysis, and then represent the information in a format that promotes sharing, such as maps or standardized data.

It is critical that technical specialists within line ministries are able to manage the collection of data, develop and maintain suitable databases and maps, conduct analysis, and share this information with colleagues and other ministries in order to ensure its effective use.

In order enable the ministries to eventually perform these functions independently, AIMS has developed a three-pronged strategy to:

- 1) Build GIS and database capacity in line ministries to support operations
- 2) Build advanced digital mapping capability in AGCHO and CSO
- 3) Provide mapping, GIS and database customer services, with a view to handover to appropriate Ministries in the future

This strategy was realized by implementing a range of capacity building activities tailored to meet the specific needs of the government partners, such as: basic training, training of trainers, project tuition, project collaboration, staff secondments, policy and advocacy support, and provision of equipment (as funding allows).

The ultimate goals of the AIMS project are to promote information management in government with the objective of:

- Improving efficiency, accountability and transparency in the civil service
- Increasing the alignment of external resources with national plans and priorities
- Introducing an information management system for natural disaster reduction and response.

In addition to the Kabul office, the five AIMS regional offices also implemented a similar strategy in their respective cities (Jalalabad, Kandahar, Hirat, Mazar-I-Sharif, Kunduz). This was especially important considering the low capacity of regional government and the tendency for provincial ministries to be overlooked by the international community. The regional offices successfully utilized local funding sources (USAID/PRT) with extra financial support coming from the sale of maps in the AIMS Customer Services Department.



Major Activities & Achievements

Government Services

Afghanistan Geodesy and Cartography Head Office

Training

- Initiated six month training program in Basic English, Basic Computer and GIS for 26 staff.
- Two persons trained as Aims Certified GIS Assistants.
- One person trained in web design (a new web site for AGCHO is under construction).
- One person trained in map scanning.

Advisory

- Provided Internet connection for one year through a local ISP.
- Translation and publication of AGCHO's annual plan and organizational chart.
- Facilitated training of one staff in Indonesia for GIS for Disasters (funded by UNESCAP).
- Advisory and liaison services for bidding of USAID Land Titling Project.
- Provided furniture and audio equipment to the English training classroom.
- Assisted with Public Administrative Reform and Economic Management (PAREM) – CG meeting on mid-year review.
- Planned the expansion of Geo-unit in AGCHO.
- Assisted Priority Reform and Restructuring (PRR) for AGCHO with CIARCSC.
- Assessment of the AGCHO's customer service department.
- Assisted PAREM working group with ADF proposals.

Projects

- Initiated implementation of USGS intern project for AGCHO.
- Completed new *Kabul City* Map.
- Submitted three project proposals for AGCHO: Essential Mapping, Capacity Building and Equipment, and National Cadastral Survey.
- Completed *Rivers of Afghanistan* map.

Central Statistics Office

Training

- Initiation of six month capacity building and training course. Under this program 45 persons were trained in Basic English, 15 trained in Intermediate English, 28 in basic computer, and 12 persons trained in Microsoft Access.
- Facilitated CSO attendance of MDG workshop in Indonesia (funded by UNESCAP).
- Trained eight people and developed a database for scanning household listing maps.
- Technology Awareness Workshop for senior management conducted 9/15/2004 at AIMS.
- Provided web design training for two staff.

Advisory

- Developed and hosted a new web site for CSO: www.aims.org.af/cso.
- Provided technical assistance to the CSO computer lab (LAN and Networking).

Projects

- Development of census enumeration area mapping proposal.



CSO staff receive database training at AIMS, Dec. 2004

Table 1: Additional Government Services Activities

Gov. Org.	Service	Project
Disaster Prep. Dept.	Project	Initiated Disaster Mgmt. Info. Sys. pilot project
Disaster Prep. Dept.	Training	Two staff attended Dis. Mgmt. Workshop in Saudi Arabia
Kabul Municipality	Training	Six month training in English and Computer for 30 staff
Kabul Municipality	Project	Kabul City map
Kabul University	Training	Two staff trained as Aims Certified GIS Assistants
MIWRE	Project	EC funded irrigation survey and mapping of Kunduz Prov.
MoI	Advisory	Daikundi, Panshir village lists
MoI	Advisory	Parliamentary election boundaries
MRRD	Advisory	Mapping support for the Rural Access Field Manual - NEEP
MRRD	Advisory	Supported the establishment of a GIS cell in NEEP (on-going).
MRRD	Advisory	Technical assistance and website development
MRRD	Project	GIS pilot project on Rural Road Access in Kapisa Province.
Polytechnic U.	Training	Three staff trained as Aims Certified GIS Assistants

Technical Services

GIS Services

- Completed 83 GIS projects involving UN, NGO, and government.
- Developed new map standards for over 350 AIMS standard products.
- Developed meta data standards and catalog of all AIMS products.
- Updated over 1200 settlement names and locations.
- Completed satellite imagery analysis for Badakhshan earthquake. Final report written in both technical and non-technical versions.
- Contributed mapping component of EC Northern Region Water Management Program.
- Mapping support to UNDP National Human Development Report (NHDR).
- Updated all province, district, and city maps.
- In-house training of staff in ArcGIS 9.0 software.
- Enhancement and geo-rectification of existing AIMS library of satellite imagery.
- Scanning and printing of more than 100 maps for various government bodies and donors.
- Assisted UNSECOORD with establishing GIS unit.



Database Services

- Adaptation of international activity standards (ISIC) to a national context.
- Technical and development support to Development Budget External Relations team (DBER) in Ministry of Finance regarding international standard activity coding.
- Facilitated the introduction of the Afghanistan SIC into the MRRD NEEP JPMU database.
- Developed with the Standards Working Group a list of minimal required 'standard' fields to track activities in a project or activity tracking system.
- Facilitated and hosted several meetings of Database Developers Network.
- Cataloged existing databases at AIMS.
- Creation content for Introduction to Database course (Part I &II), on-going.

ICT Services

- IT infrastructure established in new office.
- Wireless LAN deployed and operational.
- Broadband internet connection established.
- Two training rooms constructed with ten computers for database trainings.
- IT equipment inventory updated.
- Permanent data and voice network established, with links to UNAMA regional offices.

Web Services

- Advised UNDP Kabul office on redesign and launch of new UNDP country office website.
- MRRD Web site development, feedback form, newsletter registration form and search engine developed.
- Advised UNHCR on domain registration and website hosting.
- Over 600 new documents published on the AIMS website.
- Advanced development and redesign of a new user-friendly AIMS website involving database development, ASP coding and ASIC sector classification (ongoing).
- Five staff members from MRRD, CSO and AGCHO were trained in website development basics.
- Seven internal workshops (GIS, Government, Database, Customer Services, Advisory, Training and Sectoral Activities) were held to improve the content of the website.
- Badakshan earthquake information site running within two hours of notification.

IT support to government

- Local Area Network was established in CSO Lab with shared drive.
- A segment of eight computers network was added to AGCHO Local Area Network.
- Advised MRRD IT office on mail server setup.
- Providing ongoing IT support to CSO and AGHCO.
- Installation and configuration of hardware and software at CSO.
- Installation and configuration of hardware and software at Office of President's Spokesperson.

Special Projects

GeoBase

- \$93,975 funded by USAID, July 2004 – Feb 2005.
- Development of a MIS to track all USAID contractors and subcontractors activities using the activity standards being adopted by the Standards Working Group.
- GeoBase server was installed and made available online for pilot testing.



- GeoBase was presented to EC and ADB who showed their interest in adopting the system once it is operational for USAID.
- Technical consultations with MoF database section to understand DADs and identify core set of data to be reported to DAD automatically.

Disaster Management Pilot Project

- \$157,904 funded by UNAMA AETF, Oct 2004 – Oct 2005.
- Partners include: Ministry of Disaster Preparedness, MRRD, UNAMA, Inwent., ARCS.
- The project will empower the DDP to collect, manage and analyze disaster related data in pre and post emergency situations.
- Pilot Project funded by UNAMA AETF initiated, and approved and signed by government.
- Project planning finished, recruitment on-going.

WDWW/MRRD NE Region

- \$13,720 funded by UNAMA AETF, Oct – Dec 2004.
- A capacity building project for MRRD Kunduz involving collection, management, and analysis of provincial reconstruction activities.
- A Pilot Project which if successful can be duplicated in all regional MRRD offices.
- MRRD staff were trained data collection and database development.
- The database has been developed, tested, and is operational.

GIS Capacity Building in seven ministries and Kabul University

- \$344,457 funded by UNAMA AETF, Oct 2004 – Oct 2005.
- Information management and mapping Capacity Building project for seven ministries and Kabul University.
- Project will supply equipment, software and training for the establishment of GIS units within government.
- Project planning on-going and recruitment finished.

External Relations

- AIMS moved to a new location and donated its previous offices to government.
- MoU in negotiation with ESRI for donation of \$500,000 software and training.
- Acquired membership in International Charter for Space and Major Disasters.
- Requests for technical assistance from UNDP Abkazia, UNOCHA Sudan, US State Dept.
- NHDR team (UNDP) located in AIMS office.
- MoU signed with UNAMA regarding regional offices.
- National and international staff presented professional papers and attended conferences at: ESRI International User's Conference (San Diego), Iranian Disaster Management (Tehran), UN Disaster Management (Munich), ESRI Regional User's Conference (Dubai), Geographic Information Support Team (Geneva), US Dept. of State Washington DC.
- AIMS featured in International Development Review, issue 3/vol 2, Summer 2004.
- AIMS feature story in UNDP website, www.undp.org.af/feature01.htm.
- Supported a luncheon in New York on "Information Management in Crises Countries" sponsored by US Dept. of Defense, attended by UNOPS, UNHCR, UNFPA, UNDP, UNOCHA.
- Senior national staff presented paper at US State Dept. Conference "Estimation of Populations", Washington DC, May 2004.



AIMS Staff with Jack Dangermond, CEO of ESRI, Dubai, Dec. 2004

Lessons Learned

Problem: Shortage of skills & experience in information management

Solution:

Skills gap narrowed through training in specific areas, namely:

- Orientation in information management to government officials in Kabul and the provinces.
- Training GIS staff in line ministries to organize representation of data in map form according to standards and protocol.
- Training trainers to build GIS capability within line ministries.
- Training for managers on how to collect and represent data in maps; and how shared information can be used for management, planning and co-ordination.

Intensive support to government partners:

- Organize for key staff in target government departments to attend private English, computing, spreadsheet and database course.
- Provider orientation training on how to design databases for use: with surveys, for management, to enable sharing of data.
- Provide advanced GIS training in government partner (AGCHO).
- Build GIS lab in AGCHO to enable updating of national maps.

Establishment of an institutional model for activity data collection by government:

- Development of a model for improved disaster management through use of GIS and effective local collection of information during and post disaster.

Problem: Lack of guidelines and standards

Solution:

Information standards used by government as well as humanitarian organizations:

- Geo-coding standards identifying regions and locations.
- Naming standards for geographical locations.
- Sector typology standards.
- Information subsets used for database sharing of activity information.
- Sector indicators as promoted by government run CGBs.
- Provision of advisory services on technical and data aspects of information management.
- MIS protocols and software architecture standards.
- GIS software standards.

Problem: Poor coordination and collaboration

Solution:

Improved coordination and collaboration through:

- Provision of tools such as maps, GIS, and databases.
- Provision of advisory services on technical and data aspects of information management.
- Maintaining awareness of ongoing activities around the country.
- Updating and advanced development of “Who’s Doing What Where”.



Collaborative development of shared MIS approach

- With major WB funded rural infrastructure programs (NEEP, NSP, and Irrigation).
- With some key Ministries involved in rural development (MRRD, MoPW, MIWRE).



Finance & Donor Support

Donor Support

AIMS has been extremely fortunate with both the engagement of its donors and their direct support in programming. Through the year notable milestones have been finalizing of the funding support from our three donors, USAID, EC and UNDP (see table 2), who have provided financial security to the project until 2006.

All donors have played a strong supportive role through their continued and active involvement on the AIMS Advisory Board. The EC has been a strong supporter of AIMS over the last two years, USAID has actively advocated for standards and is supporting special projects, UNDP has been a keen advocate and provided continuous and detailed operational support. Towards the end of the year a number of special projects have been initiated with UNAMA to support government, these will be reflected in 2005 financials.

Table 2: Donor support to AIMS as of December 31st, 2004

Donor	Committed Funding	Disbursed Funding	Funding Period
EC	Euro 2,000,000	complete	February 2003 to March 2004
EC	Euro 2,500,000	US\$ 1,030,486	April 2004 to July 2006
USAID	US\$ 2,340,437	US\$ 1,500,000	April 2004 to July 2006
UNDP	US\$ 1,000,000	US\$ 1,000,000	April 2004 to July 2006
AETF (UNAMA) ²	US\$ 514,245	US\$ 72,653	Various October 2004 to October 2005

Direct Funding

AIMS has been fortunate in attracting direct support for some of its projects, especially in the regions. Much of this support has been through funds that supporting organizations pay directly to trainers, purchase equipment or pay a third party to hold activities conducted by AIMS.

AIMS focus on support to regional government has been strongly supported by the Provincial Reconstruction Teams, where funds have helped AIMS scale its capacity building support into of government departments focused on mapping, data collection and data management.

² AETF funding supports special projects as opposed to core funding.



In 2004 AIMS secured \$396,838 direct funding for its programs. These funds did not go through our UNDP accounts (see table 3), but were paid directly to AIMS. Proposals submitted for such support in 2005 are currently at \$70,350.

Table 3: Donor support to AIMS operations, funds not passing through UNDP accounts.

Donor	Funding	Nature of operations by AIMS
USAID	\$ 93,975	Activity tracking system
Regional PRTs	\$ 246,263	Largely a range of training and equipment provision projects for information management departments in AGCHO, CSO, MUDH, Municipalities and MRRD. But including the construction of offices for AGCHO in Jalalabad.
Regional offices of USAID, Dfid & UNDP	\$ 3,600	Training and equipment provision
Government of Afghanistan	\$ 15,000	Negotiating for the transfer of funds from Ministry of Finance to ensure land could be purchased by the government for AGCHO offices in Jalalabad, the PRT donated funds for construction of offices.
USGS	\$ 38,000	Equipment and one intern for AGCHO Kabul



Finances for 2004

Financials for AIMS are listed in Table 4. This quarter-by-quarter account illustrates a step change in activities since the beginning of the new project in the second-quarter of 2004. The new AIMS project started 1st April, 2004.

Table 4: Quarterly expenditure of AIMS Project in 2004

	Activities	Q104	Q204	Q304	Q404	2004 ³
1	Project Management, Administrative and Financial Services		175,216	114,234	169,142	458,592
2	ICT Services		97,468	78,539	42,086	218,092
3	Government Services		95,692	103,454	75,060	274,207
4	Technical Services		45,890	66,775	50,153	162,818
5	Customer Services		2,042	4,351	3,565	9,958
6	Regional Services		121,889	159,771	164,155	445,815
7	Monitoring and Auditing Activities		0	0	0	0
	Totals for 2004	296,755	538,197	527,123	504,161	1,866,237
	Totals for current project only		538,197	527,123	504,161	1,569,482

Note: Totaled annual and quarterly figures will vary due to rounding errors



Overview of Expenditure for 2004

As you will note according to the budgeting approach used by UNDP, a series of activities have been used for managing the budget, these coincide with AIMS internal structure (see organogram in Annex 1).

Total expenditure for 2004 was US\$1,866,237. However, total expenditure for the current AIMS project which began in April 2004, is US\$1,569,482. \$296,755 which was spent in the first quarter was expenditure for the previous AIMS project. Those funds have been reported on separately to the donors of the previous project.

As a technical project building complex skills in national institutions a significant proportion of AIMS budget is for international staff salaries. Variations from original planned to actual budget are largely due to the difficulty of filling all international positions at AIMS. With four international posts shortly to be vacant the same issue will be faced in 2005.

AIMS Activities		
1	Project Management, Administrative and Financial Services	Delays in procurement of a vehicle postponed expenditure until 2005. Scaling of operations has led to slightly larger equipment expenditure. Local transportation costs have been less than expected due to restrictions on field missions.
2	ICT Services	Minimal variation from original plan despite increased staff.
3	Government Services	Minimal variation from original plan.
4	Technical Services	Significant difference in expenditure due to one international post being kept vacant, slow recruitment of Technical Manager and his subsequent resignation, difficulty of hiring skilled technical nationals.
5	Customer Services	Significant variation largely due to unspent funds for publications, it is expected that these funds will be used in early 2005.
6	Regional Services	Major variations are due to international staff costs.
7	Monitoring and Auditing Activities	No variation from plan



Conclusion

Following a chaotic 2003 for the AIMS team with no Project Manager in place for six months, no Technical Manager, uncertainty of continuation of the project, the need to re-finance and re-plan the project, AIMS has seen a dramatic improvement over solidity of its operations, procedures and processes in 2004. This has been reflected across the board in donor relations, advisory board operations, internal restructuring focused on the client, management team operations, staff morale, technical development of staff, focus of operations, achievements and use of simple automated reporting and tracking of projects.

Through the year AIMS has overcome a series of serious setbacks: Moving the office from the Sadarat compound on minimal notice and handing over the office to the Ministry of Finance; The extended illness of the Project Manager; An inability to find the appropriate skills for both key international positions and technical national staff.

Despite these challenges AIMS has taken a number of major steps forward.

Regional Services ensured that regional offices are managed by Afghan staff and initiating comprehensive support to regional government ministries largely with the financial support of the PRTs, of 106 projects for the UN and NGOs 45% were delivered in the regions.

The establishment of **Government Services** has ensured an unrelenting focus on support to government across AIMS. In 2004 AIMS provided support to over 24 ministries with courses provided to 646 government staff (37% in the regions), 98 attending basic GIS courses, and 22 attending the new basic database course. AIMS has had nine counterparts from six ministries work in our office and supported 36 government projects including the new Kabul City Map. Computer labs now operate in a further three ministries, GIS teams in five ministries with plans to establish a further eight in 2005.

AIMS has provided both **Web Services** and **IT Services** to key government counterparts for the first time. AIMS proposed and secured funding for key projects addressing use of GIS for disaster management, building GIS teams in government and GeoBase an advanced activity tracking system for donors will all greatly strengthen the impact AIMS can have to support its mandate.

Customers Services in Kabul raised over \$35,000 through sale of map products, money used for sponsoring information management training for government employees in AGCHO, CSO, Kabul Municipality, MRRD, this training will extend to a further eight ministries in 2005. GIS courses were provided to 41 NGO and UN staff

Increasingly AIMS has focused on quality of all work over the year, not least through greater emphasis on **Customer Services** across the board and an unrelenting emphasis on standards for sharing data. **Database Services** saw a scaling of the



database team, development of nine new database products and a shift from programming in MS Access to VBA, SQL Server and DOTNET.

In **GIS Services** standardization of maps and the ongoing development of metadata has been key, 82 types of maps (72% in regions) or over 400 new map products were developed, coupled towards the end of the year with a focus on advancing mapping skills with ARC GIS in readiness for migration from ARC View 3.x.

Web Services conducted a customer survey and saw a complete reprogramming and redesign of the www.aims.org.af to ensure that it is dynamic, based on a database, and suited for additional functionality and services in the future. Building skills internally has seen increased attention with advanced GIS courses being taken online (12 staff), overseas (1), advanced database training (4), basic database courses (6), advanced website development training (1) and finally Russian Dari/ English transliteration (2).

Overseas attention on AIMS has increased illustrating an increase in recognition and requests for support from overseas including from ICIMOD, US State Dept., OCHA and other UNDP country offices.

The biggest challenge in 2005 will be increased Afghanisation, 2004 saw AIMS start with 38 posts and finish with 56, seven being women in largely technical roles, AIMS plans to develop national deputy managers to shadow management posts. Other challenges include the recruitment of senior staff including a new Project Manager and Technical Manager. AIMS will need to migrate to advanced GIS software once a \$0.5m donation from ESRI has been cleared.

Most importantly however, AIMS staff need to develop technical skills and customer services focus, working increasingly with government supporting major national government initiatives and projects.

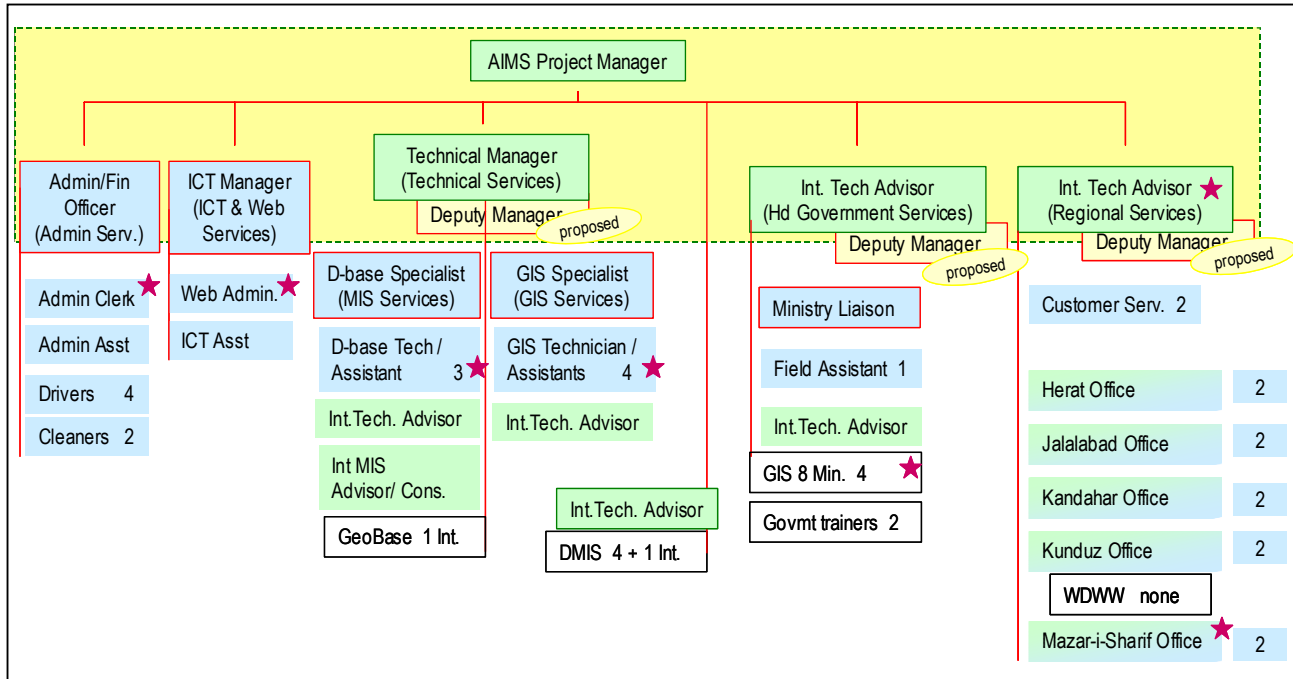
AIMS closes 2004, organised to meet its clear strategy and vision and strongly supported by its advisory board. As it heads into 2005 its most valuable assets are firstly its enthusiastic team and secondly its increasingly close relationship with government. We all look forward to an exciting year of change and challenge.



The AIMS team, January 2005

Annexes

Annex 1: AIMS Organogram and national staffing



AIMS Staff	Nationals	35 (2)
Total 44	Internationals	9 (4)
	National Women	7
	Disabled	0
Project Staff	Nationals	10 (1)
Total 12 +1	Internationals	1 + 1
	National Women	1

Annex 2: AIMS Regional Capacity Building Projects 2004

Region	Gov. Office	Project	Amount \$	Donor	Status
Kandahar	AGCHO/CSO	English, Computer, GIS	52,800	PRT	On-going
Kandahar	AGCHO/CSO	Survey Training & Equipments	15,000	PRT	Proposed
Kunduz	MRRD	WDWW Pilot Study	11,866	UNAMA	On-going
Kunduz	MRRD	Basic Computing (4 provinces)	506	AIMS	On-going
Hirat	AGCHO	GIS/GPS/English/Computing	10,500	PRT	Complete
Hirat	MUDH	GIS/GPS/English/Computing	6,000	PRT	Complete
Hirat	Municipality	GIS/GPS/English/Computing	20,350	USAID	Proposed
Mazar	CSO	Basic computing	1,000	UNDP	On-going
Mazar	AGCHO/CSO	Basic English	600	DFID	On-going
Mazar	AGCHO/CSO	Basic English:	364	AIMS	On-going
Mazar	AGCHO	Basic computing:	2,000	UNDP	On-going
Mazar	AGCHO/CSO	Training and equipment	35,000	DFID/USAID	Proposed
Jalalabad	AGCHO	Training and equipment	4,600	PRT	On-going
Jalalabad	AGCHO	Land for AGCHO office	15000	AGCHO	Complete
Jalalabad	AGCHO	Constructing Office space	92,363	PRT	On-going
Jalalabad	MUDH	Training and equipment	25,000	PRT	On-going
Jalalabad	Municipality	Training and equipment	25,000	PRT	On-going
Jalalabad	MRRD	Training and equipment	20,000	PRT	On-going

Annex 3: AIMS Database Projects 2004

Database	Customer
Registan Livelihoods Survey	MRRD, MoTF, UNAMA, CADG, Caritas, Cordaid, VARA
AIMS MIS	AIMS
Enterprise Registration	Ministry of Commerce, AISA
Incident Tracking	UNSECOORD
Political Rights Complaints	UNAMA, Independent Afghanistan Human Rights Commission
WDWW Northeast	UNAMA, MRRD
PRT Activity Tracking	PRT
Visitor Registration	UNAMA

Annex 4: AIMS Government, UN, and NGO Training 2004

Location	Organization	Course	Students
Kabul	Government	GIS	92
Kabul	Government	Database	20
Kabul	Government	Web	5
Kabul	Government	Basic English	120
Kabul	Government	Intermediate English	45
Kabul	Government	Basic Computer	127
Kabul	Government	Secondments	9
Kabul	UN/NGO	GIS	13
Kandahar	Government	Intro to GIS	27
Kandahar	Government	GPS	27
Kandahar	UN/NGO	GPS	5
Kandahar	Government	Survey/Assessments	6
Kandahar	UN/NGO	Survey/Assessments	5
Kandahar	Government	Basic IM	6
Kunduz	Government	Basic Computer	8
Kunduz	Government	Survey/Assessments	8
Hirat	Government	Basic Computer	2
Hirat	Government	Basic English	7
Hirat	Government	GIS	6
Hirat	Government	GPS	8
Hirat	UN/NGO	GIS	3
Hirat	UN/NGO	GPS	9
Mazar	Government	Basic English	21
Mazar	Government	Basic Computer	20
Mazar	Government	GPS	7
Mazar	UN/NGO	GPS	6
Jalalabad	Government	Basic English	41
Jalalabad	Government	Basic Computer	41
Jalalabad	Government	Database	2
Total Government			652
Total UN/NGO			41
Total Trainees			693

Annex 5: AIMS National Staff Training in 2004

Training	Location	# Staff
ArcGIS 9.0	Kabul	12
GIS and Disaster Management	India	1
Database Applications (VBA, .net, SQL server)	Kabul	3
Visual Basic 6.0	Islamabad	1
Orientation to Remote Sensing	Kabul	6
Remote Sensing	Kabul	6
Website Development (Programming, Design, Software)	Islamabad	1
Client Orientation	Kabul	1
Russian / Dari / English Transliteration	Mazar I Sharif	2
Basic Database	Kabul	6
Attendance at ESRI GIS User conference Dubai	Dubai, UAE	3
Presentation of paper (by invitation) at US State Dept conference on Population and Statistics	Washington, USA	1



Annex 6: Maps Created at AIMS in 2004

Map Title	Map Title
GPS Location of National NGOs	Irrigated Area for Kunduz, Baghlan and Takhar
MRRD Capacity Building Project	Afghanistan Districts
Electoral Registration Site Map of Nuristan	Expenditure Requirements for 2004
Eastern Region Polling Site Map	Location of Major Places in Kabul
City Map with Security Plan	Badakhshan Earthquake Location
Jalalabad City Polling Centers	Airfields Map
Nangarhar Education Map	Health Facility Data for State Dept.
UN activity map	UNSECOORD Southern Region Map
Kandahar City Safe Box map	A To Z Guide Maps
Kandahar City Polling Centers	NHDR Project
Southern Region Polling Centers	Kabul City
UNDP/REAP Hamam Projects	Kandahar contours
Customized map of Maruf & Arghistan districts	Roads blocked by snow (Winterization)
Regional Activities map Jan-Oct 04	USDMA_100,000 Index
AGCHO projects support	Afghanistan Rainfall Map
Update map of Govt. Depts. & Public Facilities	WDWW Western Region
Street Mapping in Kunduz	Electoral Registration Site - Kandahar
Airport Mapping	Western Regional Physical Map
Mazar City Location of Guest Houses	Western Region Land cover map
Northern Region Security Hotspot	Hirat City map
UNHCR Refugee Return (Total Families)	Hirat City Government office location Map
UNHCR Refugee Return (Total Female)	IDP and Refugee Map for 2003-2004
UNHCR Refugee Return (Total Individuals)	IDP & Refuge Ratio Map
UNHCR Refugee Return (Total Male)	Disaster response map for Relief
UNHCR Refugee Return % of total district population	IOM Project Status Map
Election Registration Sites Mazar	WFP Project / Activity Map
Mazar City Office Location Map	UNHCR project Map
Shiberghan City	UNICEF School Mapping
Election Registration Sites by Provinces	CRS Project Area Mapping
Election Registration Sites by Districts Level	City Water supply Mapping
Northern Region Land Cover Map	MDM Clinic
Balkh Geographical Names and Settlements Update.	Natural Hazard Map 2004
Jawzjan Geographical Names and Settlements Update	Security Map for western region: Monthly updates
Mazar City	Security map: Risk Area map
Northern Region Map	Security Map: Incidence Mapping (monthly Update)
Balkh Geographical Names and Settlements	Security Warden Map
Maymana City	UNHCR Security Map
Faryab Geographical Names and Settlements	WDWW Sectoral Map (Half Yearly)
Sari Pul Geographical names and Settlements	WHO Health Profile map
Mazar UN Premises Locations	Mazar City Hammams Location
Samangan Geographical names and Settlements	Low, Medium and High Risk Areas for UN Movement



Abbreviation Key

ADF	Afghanistan Development Forum	MIS	Management Information System
AETF	Afghanistan Emergency Trust Fund	MIWRE	Ministry of Irrigation, Water Resources and Environment
AGCHO	Afghanistan Geodesy and Cartography Head Office	MoD	Ministry of Defense
AIMS	Afghanistan Information Management Service	MoF,	Ministry of Finance
ARCS	Afghanistan Red Crescent Society	MoFT	Ministry of Frontiers and Tribal Affairs
ASIC	Afghanistan Standard Industrial Codes	MoMI,	Ministry of Mines and Industry
ASP	Application Service Provider	MoPW	Ministry of Power and Water
CG	Consultative Group	MoU	Memorandum of Understanding
CGB	Consultative Group Board	MRRD,	Ministry of Rural Rehabilitation and Development
CSO	Central Statistics Office	NEEP	National Emergency Employment Program
DAD	Donor Assistance Database	NHDR	National Human Development Report
DBER	Development Budget External Relations team	IARCSC	Independent Administrative Reform and Civil Service Commission
DDR	Demobilization, disarmament and Reintegration	NSP	National Solidarity Program
DEX	Directly Executed	PAREM	Public Administration Reform and Economic Management
DFID	Department for International Development	ProMIS	Project Management Information System
EC	European Commission	PRR	Priority Reform and Restructuring
ESRI	Environmental Systems Research Inc.	PRT	Provincial Reconstruction Teams
FAO	Food and Agricultural Organization	SQL	Sequential Query Language
GIS	Geographic Information System	UNAMA	United Nations Assistance Mission in Afghanistan
GPS	Geographic Positioning System	UNDP	United Nations Development Program
HICFA	Humanitarian Information Center for Afghanistan	UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
IARCSC	Independent Administrative Reform and Civil Service Commission	UNFPA	United Nations Population Fund
ICIMOD	International Center for Integrated Mountain Development	UNHCR	United Nations High Commission for Refugees
ISIC	International Standard Industrial Codes	UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
IT	Information Technology	UNOPS	United Nations Office for Project Services
JPMU	Joint Project Management Unit	UNSECOORD	United Nations Security Coordinator
LAN	Local Area Network	USAID	United States Agency for International Development
MDG	Millennium Development Goals	VBA	Visual Basic for Applications
		WB	World Bank



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