
ICT Solutions to Assist the Public Administration of Countries in Crisis: Challenges for Afghanistan



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Nation-Building and Peace-Building in Countries in Crisis: the Problems

- **What is a country in crisis: Weak state, failed state, low-income-country under stress etc.**
- **The problem: Investment in military technology and troops but not in civil intervention tools and personnel**
- **The new paradigm: Strengthening the Civilian Administration in Post-Conflict Societies - winning the peace = mitigation, stabilization, and reconstruction**
- **Nation-Building**
 - **Integration of a society (inter-group communication, self-awareness, identity)**
 - **Integrative ideology (secular; religious)**
 - **Functional state apparatus (state building: fiscal system; police & legal system; admin. apparatus; loyal personnel devoted to the state and not to social, ethnic or religious communities; monopoly of force): State-Building and governance**

Failed States

Status/Situation: Unclear deteriorated weak organized

Aspects:

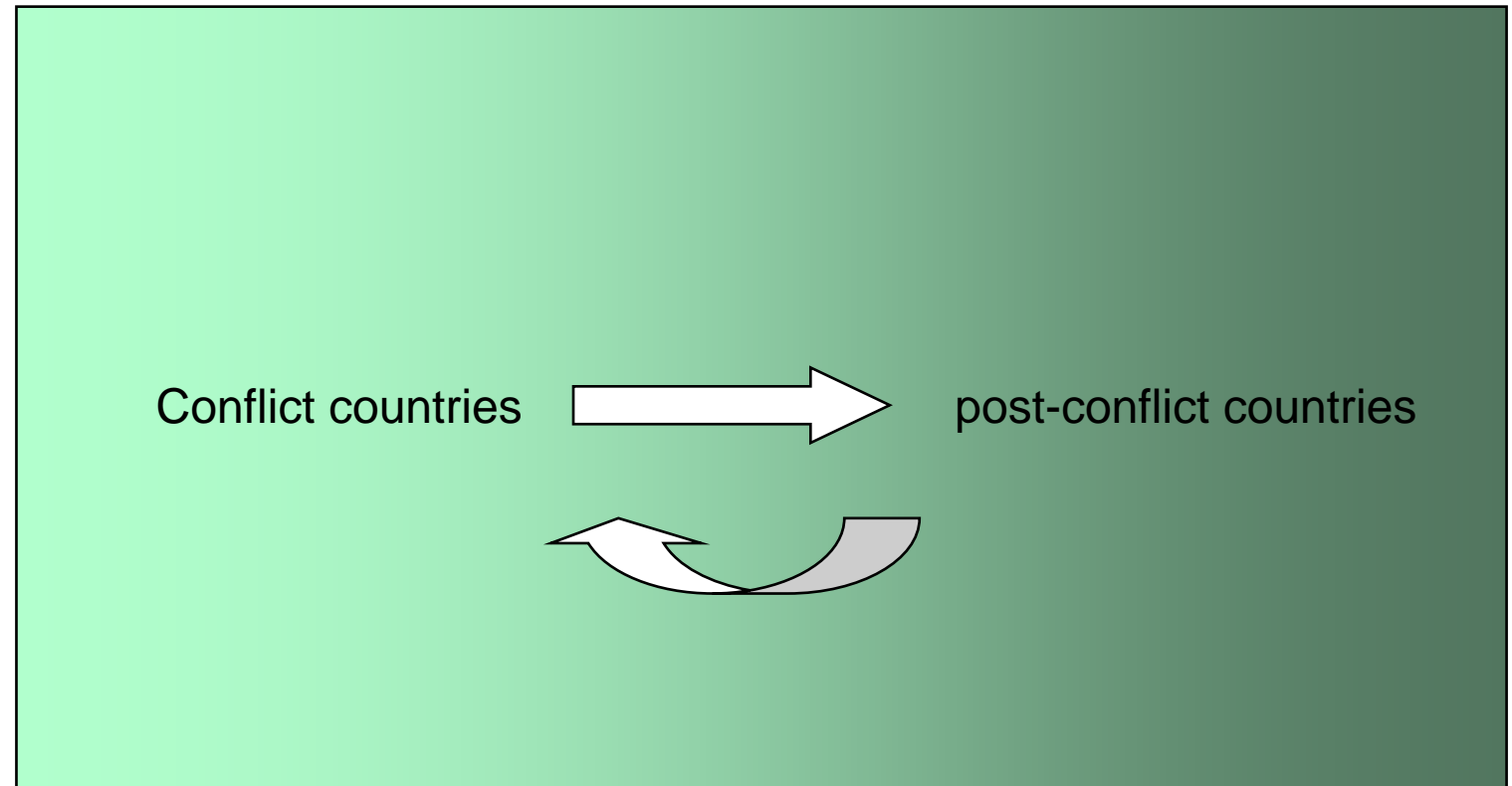
Individuals

Economy

Institutions &
Infrastructure

Processes, Services &
Cooperation

Rules of law



Peace-Building in Countries in Crisis: the answers

International and national initiatives: UN; US D.o.D.; OSCE Vienna; WB; German House for Dev. Coop. etc.

GooB (Government out of a Box) – a visionary concept:

The overall objective: the accelerated (re-)establishment of governance structures in countries in crisis

The purpose of the process: an international community enabled to enhance and accelerate its support to state building in these countries.

GooB aims at:

- The definition of a common code of governance and management for the international community**
- The development of common working practices that hinge on this code**
- The application of modern ICT systems to support these practices**

Developing a GooB toolkit

1. Speed of deployment:

Remotely hosted solution

off-the-shelf certified re-usable modules as building blocks

Stand-by mode, pre-arranged

Based on plan and situation analysis

Based on appropriate infrastructure

2. Financially viable models:

BSB (beg, steal, and borrow)

Public-Private-Partnership

Public-Public-Partnership

3. Sustainability:

Localization

Capacity building: create local centers of excellence

4. Returns for international assistance and donors:

Certified, repeatable and configurable solutions

Sustainable and modular model

Expandable from emergency to handover

Full use of available commercial solutions

Evolving system

Transparency of transactions

GooB components in three layers

Application Services




Standard off-the-shelf software solutions orchestrated in an open reference architecture

-  Funds Mangement
-  Treasury
-  Citizien & Land Registry
-  Security
-  Health
-  Education
-  Water and Sanitation
-  Poverty Programmes

*IRMA, SAP, MS-Navision,
(standards: SAGA, BPML, ...)*

Cooperation support




Shared Workspaces

-  Content & Document Management
-  Task & Progress Monitoring
-  Directories, Registries

*BSCW, MS-Sharepoint,
LiveLink, OPEN-CMS, LDAP,
Oracle Collaboration Suite*

Communication support

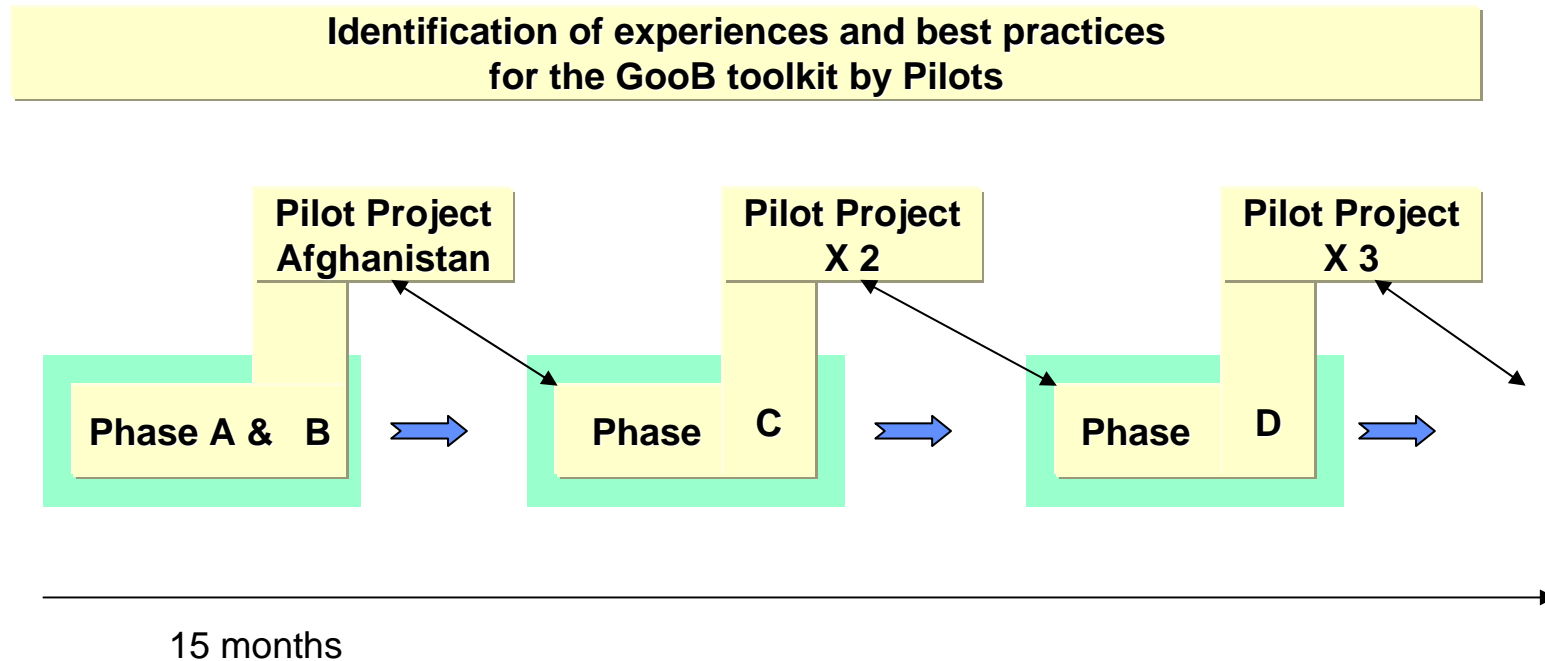
Handsets, mobile radio
satellite, fixed network

-  E-Mail
-  Text & document exchange
-  Video conference

*Ericsson Response,
VSAT, Thuraya, GSM*

GooB toolkit development – the near future

Testing, reshaping and augmenting the GooB toolkit



The pilot Afghanistan

Afghanistan



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Gräther/Mambrey



Fraunhofer Institut
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Afghanistan: site visit, 21th September – 2nd October 2006

- **Kabul**
 - **Governmental institutions**
 - **Afghanistan National Development Strategy | Ministry of Communication | Finance | Higher Education | Rural Rehabilitation and Development**
 - **University of Kabul**
 - **NGOs**
 - **Embassy of US (ARG)**
 - **USAID**
 - **UNDP – UNAMA (and member of WFP)**
- **Kunduz**
 - **Imamsahib (District governor)**
 - **Aliabad (District governor)**
 - **PRT Kunduz**

Extracts from interviews: current situation

- “... the governor of Kunduz has a secretary, a deputy, and 2-5 people who have to deal with petitions ... his office does not look like an administration ... there is no fax machine, no computer with Internet access ... Kabul sends directives by letter ...”
- “... 21 people are working for the district as staff (e.g. security commander, agricultural office) paid by the province ... there is no electricity in district ... people charge mobile when they are traveling to Kunduz ...”
- “... communication with province : receiving letters or calls by mobile phone, regular meetings ... but sometimes we are not invited ...”
- “... there is a courier system, i.e. 2 people visit every month 50 to 100 randomly chosen projects ... “
- “... the Ministry is networked, there are ‘own servers’ running in each department ... there are no links (ICT) between Ministries at the moment ...””
- “... there is no connectivity with other universities in other provinces ...”
- “... a revenue system does not exist ...”

Extracts from interviews: requirements for GooB

- “... the GooB toolkit should incorporate some fuzzy behavior, which allows to work around and cheat a little ... “
- “... people in Afghanistan have a good feeling for power. They would use a system, if it brings more power to them ...”
- “... technological issues seem to be no problem ... the provided functionality should bring immediate benefit ...”
- “... use of money should be transparent ...”
- “... ‘Afghans are masters in faking documents’ ... ICT could be a catalyst for more transparency ...”
- “... GooB toolkit should support payment of people, email, and sharing of knowledge ...”

Extracts from interviews: requirements for GooB

- “... GooB toolkit should support communication via email, exchange of documents, video conferencing, and should support cooperation ...”
- “... we trust in technology ... the communication would be better, if we could use email ...”
- “... GooB should be a tool for efficient communication ... to get in contact with the provinces ...”
- “... we need a centralized database and standard software ...”
- “... training before handover of the toys ...”

Extracts from interviews: problems, challenges

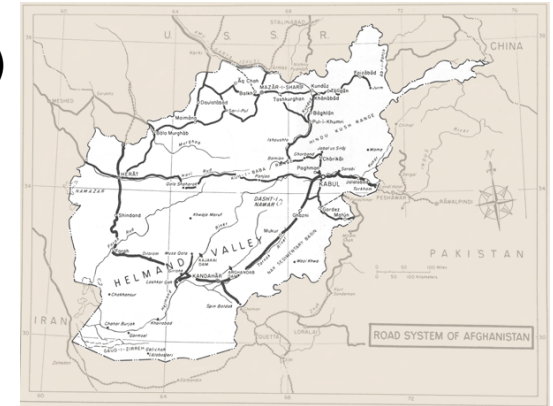
- “... you’ll never achieve one system for supporting the civilian administration, because each Ministry will set up own databases ... “
- “... the major problem for our projects is funding ... it takes according to the bureaucratic procedures 10 months for getting the money ... to many institutions are involved ...”
- “ ... the capacity of personnel is an important issue ... repatriates solve this problem only partly, due to their lack of experience”
- “ ... there is a courier system, i.e. 2 people visit every month 50 to 100 randomly chosen projects ... but to the large extent we have not always got what we needed (information)“
- “ ... we are linked to GCN, but we have technical problems ... Ministry is not part of it ...”

Extracts from interviews – problems, challenges

- “... wireless (satellite) connection to the Internet has problems: too expensive and insecure ...”
- “... communication problem with other districts only by mail (letter) ... even for calling the police(!) ...”
- “... there is irregular communication between the provinces and Kabul ...”
- “... GCN: what will the government do with all the information ... who plans the follow-ups”
- “... there is a lack of capacity to make decisions ... there is a lack of coordination ...”
- “... generally equipment is used until the first repair is necessary ...”

Afghanistan: current ICT initiatives

- **Government/District Communications Network (GCN/DCN)**
- **National Fibre Optic Backbone project**
- **Afghanistan Network Information Centre (AFNIC)**
- **'Phones to the People'**
- **Satellite Earth Station, Spectrum Monitoring Station**
- **E-Commerce ICT Village**
- **Disaster Management Information System (DMIS)**
- **'Sharepoint Project'**
- **ICT Capacity Development Project**



Afghanistan: potential uses of GooB-based ICT

- **The Government of Afghanistan**
 - **Treasury, Funds Management**
 - **Citizen and Land Registry**
 - **Health, Education**

Based on GCN/DCN

- **31 provinces have already been connected until 18 Dec. 2005 (mostly satellite links; others microwave links)**
 - **25 Ministries at Kabul have already been connected until 18 Dec. 2005**
- **Aachener Stadtplanungsprojekt Bamiyan**

Challenges, assumptions and risks

Cooperation (Afghan government on different levels, the major players and international organisations in the country)

Security

Electricity and secure infrastructures

Corruption and Sabotage

Leadership, commitment and capacity building

Fluctuation of personnel

IT literacy, maintenance, training, and change-over to indigenous people

Sustainability

Reluctance to change

Imperial (western) model of organisation

Administrative Institutions and Processes enforce or redistribute power using socio-technical applications

By achieving

- Transparency and control
- Traceability
- Responsibility
- Accountability
- Accessibility
- Cooperation and communication

Efficient governance processes threaten:

- Autonomy of communities
- Personal ties
- Clientele relations
- Charismatic rules
- Arbitrariness
- Opaque processes

Outlook: Proof of Concept and Applications by a Pilot Study



Building a new infrastructure – What is the alternative to civilian intervention?

Thank you for your attention!

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