



Ministry
of Finance
Islamic Republic of Afghanistan



unitar

United Nations Institute for Training and Research



Capacity Building in Afghanistan

Executive Master's in Development Policies and Practices

A programme aimed at strengthening the knowledge, skills,
and capacities of ministerial officials on the themes of effective governance
and sustainable development



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Mr. Eklil Hakimi

Minister of Finance
of the Islamic Republic
of Afghanistan

“Capacity building is a critical instrument, conducive to improved governance and a more stable nation”

The Executive Master’s Degree in Development Policies and Practices is a unique endeavour, tailor-made to build capacity within the government of the Islamic Republic of Afghanistan towards the implementation of sustainable development practices. It does so in a manner adapted to the reality on the ground in Afghanistan and the country’s cultural and social diversity.

Meeting the numerous challenges faced by our country requires staff to be equipped with multidimensional

knowledge and skills in order to maximize the impact of their work so as to meet the needs of the Afghan people. I believe capacity building is a critical instrument conducive to improved governance and a more stable nation.

It is therefore a great satisfaction that no less than 50 Afghan government officials received their Master’s Degree diploma, and enhanced their leadership, capacities and analytical skills. They constitute a young, and dynamic pool of home grown talents.



Mr. Nikhil Seth

United Nations Assistant
Secretary-General

Executive Director of
the United Nations Institute
for Training and Research
(UNITAR)

“We jointly address some of Afghanistan’s critical needs towards achieving sustainable development”

Emerging from decades of conflict, Afghanistan has to cope with systemic and interconnected political, administrative, economic, and social issues. Progress has been made and this programme, jointly delivered by UNITAR and the prestigious Graduate Institute of Geneva, undoubtedly contributes to strengthen the capacity of Afghanistan in these areas.

The Programme provides selected Afghan civil servants with learning opportunities and tools to design and implement national policies

more effectively, by incorporating the highest standards and mechanisms for good governance. This is crucial as the member states of the United Nations have adopted the 2030 Agenda for Sustainable Development. It’s implementation indeed requires improved capacities in all developing countries – especially in post-conflict context – and our joint initiative with the Ministry of Finance is dedicated to support Afghanistan in addressing its critical needs and achieving the Sustainable Development Goals.



A successful partnership to build capacities in Afghanistan

As recalled in the resolution adopted by the General Assembly of the United Nations on 17 November 2016, the United Nations has a central and impartial role in promoting peace and stability in Afghanistan, and the international community as a whole is committed to continue supporting capacity development of the Afghan national civil service.

UNITAR has been proud to join forces with the Graduate Institute of International and Development Studies for the implementation of this project. This university is an acclaimed institution of research and postgraduate education dedicated to the study of world affairs, with a particular emphasis on the cross-cutting fields of international relations and development issues. Through its core activities, the Graduate Institute aims to promote international cooperation and make a contribution to the progress of developing societies.

Following a request from the Human Resources Directorate of the Ministry of Finance of the Islamic Republic of Afghanistan, the first edition of the Executive Master's in Development Policies and Practices (2013-2014) was completed in February 2014, the second edition (2014-2015) was completed in February 2015, and the third edition (2015-2016) was completed in June 2016. 50 Afghan government officials have graduated from this unique programme. The programme lasts for 10 consecutive months and ends in the conferral of a Master's degree for successful candidates that fulfil all requirements, including the publication of a professional thesis relevant to their work in the Afghan public sector. All professors are Ph. D. lecturers and have practical experience in development policy and government affairs. Classes take place in the UAE, Turkey, Thailand and Switzerland, and are complemented with e-learning courses and mentorship offered by UNITAR.

✓ Objective of the Executive Master's Degree

The programme aims to strengthen the knowledge, skills, and capacities of ministerial officials towards effective governance. It also provides strategic analysis tools that enhance the leadership of participants to strengthen public and civil society institutions for the implementation of sound and sustainable development policies.



✓ Curriculum

The Master's curriculum is implemented by professors from the Graduate Institute of International and Development Studies and by UNITAR trainers. It consists of three modules.

Module 1 (3 weeks in Abu Dhabi + 2 weeks in Istanbul, after a recess)

1

- Introduction to Development Frameworks
- Analysis of Regional and International Development Issues
- Public Policy and Public Administration
- Investigation Methods and Tools
- Strategic Management of Development Actions

Module 2 (6 months in Kabul)

2

- Public Financial Management Systems
- Fundamentals of Risk Management
- Combating Corruption in Public Financial Management
- Gender Public Policy
- Writing of a Master's thesis

Module 3 (3 weeks in Geneva)

3

- Mediation and Decision-making
- Intercultural Communication
- Networking with International Organizations
- Presentation and defence of the Master's thesis

Graduation Ceremony



2013-2014
Edition



2014-2015
Edition



2015-2016
Edition

List of Graduates

2013-2014 Edition

1. Mr. Najeeb AHMADZAI
2. Mr. Shamsulahad ALKOZAI
3. Mr. Zabiullah BAREKZAI
4. Mr. Hizbullah ELYAS
5. Mr. Sayed Mohammed Ameen HABIBI
6. Mr. HAZARA Mohammad Hussain
7. Mr. Nasratullah KHALIL
8. Mr. Mohammad Erfan SAFI
9. Mr. Mohammad UMAR
10. Mr. Mujeeb ur Rahman SHIRZAD
11. Mr. Mohammad Anis PANAHA
12. Mr. Mahmood QADRI
13. Mr. Abdullah SABAWOON
14. Ms. Khatera SADAT
15. Mr. Abdul Haleem SADREY
16. Mr. Abdullah S/O Sher Agha
17. Mr. Fardin SEDIQI
18. Mr. Omaid SHARIFI

2014-2015 Edition

19. Mr. Imran HAMIDI
20. Mr. Najibullah WARDAK
21. Mr. Imtiaz SHARIFI
22. Mr. Mohammad Adham AKBARI
23. Mr. Allawdin ZALMAI
24. Mr. Mohammad Qasim SHINWARY
25. Mr. Samehullah DANISH
26. Mr. Mohammad Shahryar MOMAND
27. Mr. Elhamuddin MUZHIR
28. Ms. Asia QARIZADA
29. Mr. Mohammad Ayub AYUBI
30. Mr. Hamid HAMDARD
31. Ms. Tamana QRAISHI
32. Mr. Messbah-ullhaq AINI
33. Mr. Faizan Ahmad KAKAR
34. Mr. Mohammad Abid ADEL
35. Mr. Tamim KAKAR

2015-2016 Edition

36. Mr. Habibullah AZMAT
37. Mr. Abdul RAHIM
38. Mr. Momand KHESROW
39. Ms. Mursal SAFI
40. Mr. Ahmad Masoud TOKHI
41. Mr. Jawid Waqif ENAYAT
42. Mr. Mohammad Zarif LUDDIN
43. Mr. Mohammad Shoaib SHARIFI
44. Mr. Javed NATIQ
45. Mr. Assadullah SADIQI
46. Mr. Ahmad Naveed BASHARYAR
47. Mr. Alhamuddin MAZHAR
48. Mr. Khalilullah SALEHZADA
49. Ms. Mahmooda MOJADDIDI
50. Ms. Donyafroogh HOJAT

List of professional thesis

- Revenue Reform Project at Afghanistan Revenue Department, a story of challenges
- Review of Border Management at Torkham
- A case study of electronic document management system (edms) in Ministry of Finance
- On-Budget Assistance to Afghanistan
- Official Development Assistance (ODA) and Development Cost in post conflict Countries: Afghanistan
- A case study of Afghanistan Financial Information Management System (AFIMS)
- Improvement of Corporate Income Tax Collection
- Value added tax implementation
- Customs law enforcement in Afghanistan. "what should be the best suitable practices?"
- Review of Tax Policy Process in Afghanistan
- Revenue mobilization for Herat Province, Afghanistan through improved tax compliance
- Developing Risk Based Auditing within Internal Audit Department, Ministry of Finance, Afghanistan
- Effectiveness of Gender Equality Policies and Mechanisms at the MoF
- Challenges for the Development budget execution in Afghanistan
- Obstacles in implementing the automation system at Afghan Customs Department
- Program Budgeting Implementation in Afghanistan, The Successes, Failures, Challenges and Recommendation
- Assessment of a human capacity development project in Governmental Ministries in Afghanistan
- The effective implementation of the WTO customs valuation agreement should help Afghanistan
- Exemption process reform at the Afghan Customs Department
- Risk Management Assessment: Afghanistan Customs Department, Ministry of Finance
- Ministry of Finance's communication strategy to successfully implement Value Added Tax in Afghanistan?
- Description of the Budget allocation mechanism related to Education for All (EFA) goals in Afghanistan
- Assessment of M&E Capacities in Ministries of Education and Labor & Social Affairs
- Involvement of provincial Education Directorate in the budget formulation process in Afghanistan
- Assessment of District Councils in terms of their role in the improvement of local governance and local development
- Implementation of "Standard Integrated Government Taxation Automation system" (SIGTAS)
- Aid management coordination between the Ministry of Finance and the line Ministries
- Gender Mainstreaming in Development Assistance (assessment of GIZ project 'Promoting Vocational Training')
- An Assessment of Monitoring and Evaluation Practices within the Ministry of Finance
- Effectiveness of interpersonal skills and other Training Programs for women in the Ministry of Finance
- Employment opportunities (recruitment) for women in Afghanistan: A case study of the Ministry of Finance
- Combating Human trafficking in Afghanistan
- Employee's Performance Appraisal in Ministry of Economy: an Assessment of Policies and Practices
- Review of the Complaint Registration Office at the Office of the President of the Islamic Republic of Afghanistan
- Assessment of the problems of customs to reduce duty evasion
- Assessment of the Public Procurement Training Delivery by procurement capacity building component
- Constraints of development budget execution in health sector of Afghanistan
- Improve the operation of the Standard Integrated Government Tax Administration System (SIGTAS) in the Afghan Revenue
- Departemnt with a focus on training
- Organizational Structures Duplication in the Civil Service of the Government of Afghanistan
- Importance of unified performance management practices in enhancing service delivery
- Standardization of Afghanistan's drafted Accountancy Law: The way forward
- History of Afghanistan External Debt
- A study on exemption increase and its impact on revenue at Andkhai ICD
- Identify the Legal Process Challenges of Violence against Women's Cases in Afghanistan's Judicial Institutions
- Revenue mobilization for Herat Province, Afghanistan, through the Improved Self- Assessment System
- Role of Phone Calls/SMSs as a Communication Tool to Raise Awareness about Taxation
- Role of Audit and Investigation Departments on Revenue Generating in Ministry of Finance
- Improve the operation of ASYCUDA to boost government revenue in Kabul custom – A case study
- Assessment of PFM Program Budget Execution in Ministry of Finance
- Limited participation of women diplomats in diplomatic trainings in Afghanistan



STRENGTHENING
HUMAN CAPACITIES
TO ADVANCE
SUSTAINABLE DEVELOPMENT

