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## **ARAZI**

**An operational strategy to become a modern public land services  
institution**

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## Acronyms and abbreviations

AGCHO	Afghan Geodesy and Cartographic Head Office
AILA	Afghanistan Independent Land Authority
AIMS	Afghanistan Information Management Services
ALA	Afghanistan Land Authority
AMLAK	Land Management General Directorate of the Ministry of Agriculture, Irrigation and Livestock
BoD	Board of Directors
CEO	Chief Executive Officer
CSD	Cadastral Survey Department
GIRoA	Government of the Islamic Republic of Afghanistan
HOO	High Office of Oversight
HR	Human Resources
IDLG	Independent Directorate of Local Governance
LIS	Land Information System
LML	Land Management Law
MAIL	Ministry of Agriculture, Irrigation and Livestock
MoF	Ministry of Finance
MoI	Ministry of Interior
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MoUD	Ministry of Urban Development
NRRCP	National Regional Resource Corridors Program
OAA	Office of Administrative Affairs
SWOT	Strengths, weaknesses, opportunities, threats

## Introduction

ARAZI's first strategic and operational plan was conceived in 2009. This new simplified and updated strategy document responds to the latest organisational developments and the presidential decision to assign ARAZI the status of an independent government agency. It will be used as a working, dynamic document, subject to regular on-going review and change, as Afghanistan's vibrant land administration and management environment evolves.

The ARAZI strategic and operational plan defines ARAZI's vision, mission, and scope of business, accompanied by a supporting set of objectives, goals, strategies, and key performance indicators. It builds on Afghanistan's Cabinet-approved Land Policy of 2007. The vision describes the intent and direction of ARAZI. The mission explains the purpose and is augmented by the scope of business, goals and strategies. These guiding principles and key performance indicators shape ARAZI's values and the resulting actions that are important in the conduct of the services to be provided. Collectively, they describe what ARAZI strives to accomplish via their people, their products and the services they intend to provide.

The updated situational analysis describes ARAZI's current challenges in 2013. The updated strategic objectives attempt to define a path to success, identifying the way towards a successful and sustainable business model. This business model continues to be backed by a range of stakeholders and strategic partners.

In order to achieve the strategic objectives, key organisational strategies and major goals will still be defined in much more detail in supplemental documentation generated by ARAZI including departmental action plans, and annual work and budget plans. This strategic and operational plan is therefore considered only a high-level guidance document.

To ensure the successful implementation of this strategic and operational plan, the ARAZI Leadership has endorsed this operational strategy and confirms its agreement and commitment to the following:

- Endorsed by the ARAZI Leadership and the CEO, the ARAZI strategic and operational plan shall be the binding document, guiding all current and planned ARAZI initiatives.
- The ARAZI strategic and operational plan covers a rolling five year period and, as such, will be adapted to respond to changing factors through regular reviews, on at least an annual basis, that will provide a continuous five year forward view of the planned operational strategy.
- Progress towards achieving the objectives will be reported regularly by ARAZI's Policy and Planning Department, and reviewed at ARAZI Leadership Meetings as

well as at High Council of Land meetings.

- The strategic and operational plan and its regular updates are to be made available through ARAZI's Policy and Planning Department to all interested customers, business communities and wider stakeholders.

## Vision and Mission Statements and Organisational Values

Afghanistan's current Land Policy was approved by Cabinet on 3<sup>rd</sup> September 2007. This policy document is still relevant and provides the guidance for the institutions acting in the land sector. ARAZI's vision, mission and goals are derived from the task to operationalize the land policy through effective and efficient institutions, committed to address the issues in land management and administration. The principles, problems, and directions outlined in the Land Policy are reflected in ARAZI's strategy and operational planning. ARAZI is committed to its share in converting policy directions into concrete actions in support of a thriving, equitable and just land sector.

### Vision Statement

**An independent, effective and efficient public institution that provides transparent land services, contributing to stability and growth**

ARAZI will be Afghanistan's prime and sole, independent land administration and management body, managing state owned lands, and providing land related services and information to citizens, institutions and investors. It will be a modern institution dedicated to maximizing economic, social and cultural benefits from land for the Afghan people. It will provide services in recognition of Afghanistan's cultural and socio-economic context.

### Mission Statement

ARAZI defines its mission as:

1. Ensuring that Afghanistan's land resources are used in support of the country's economic, social and environmental policies and development goals.
2. Providing efficient and effective land administration and land management services that facilitate access to land for economic and social development.
3. Being a proactive and responsive institution which will significantly ease the process of land administration and land management, for the direct and indirect benefit of key stakeholders as elaborated below:
  - Increased and easier access to land, involving also tenure security for communities, individuals, and investors;
  - Better allocation of land to promote development in an economically efficient, socio-culturally acceptable and environmentally friendly way;

- Provide land-related information to government, communities, individuals, and investors;
- Increased revenue generation from land-related services and through land taxes and leases.

## **Organisational Values**

This chapter sets out the ten core organisational values which build ARAZI's understanding of how to conduct operations, to take decisions and to execute any land administration and management related activity with the public. ARAZI will ensure each of these ten core values are communicated and understood by their staff and clients and that they form an intrinsic part of operations.

### **Commitment**

We are committed to service delivery of the highest standard. We are determined to inspire confidence in the Afghan public, our clients and investors through our transparent, streamlined, simplified, reliable and legally assured land administration and management services.

### **Client Orientation**

We are dedicated to our clients' satisfaction. We believe in respecting our clients, listening to their suggestions and understanding their expectations. We strive to exceed their expectations in terms of expedient, quality service delivery.

### **Equity**

We will treat customers, colleagues and other stakeholders equally and with respect. We value diverse opinions as it enables our personnel to achieve their full potential for the benefit of the organization.

### **Integrity & Accountability**

We act with integrity and accountability. We take responsibility for our actions and results, and follow the highest ethical principles, including honesty and fairness in all aspects of our services. We recognize that corruption poses a significant threat and we will not tolerate any challenge to the integrity of our institution.

### **Cultural Sensitivity**

We understand the economic, social and cultural diversity of our clients, their different values, needs and practices in relation to land. We will act responsibly, taking this diversity well into consideration.



## **Transparency**

We operate in a transparent and inclusive style. We believe that the organisation is internally strengthened by open dialogue leading to a clear understanding of the services we provide. We will proactively pursue the dissemination of information about policies, laws and regulations and we understand this also as an integral part to fight corruption.

## **Operational Excellence**

We seek to achieve operational excellence for our clients across the entire service value chain, optimising efficiency and maintaining the appropriate balance between cost and service level.

## **Adaptability**

We thrive on innovation. To assure long-term sustainability we follow the principle of adaptability and flexibility to maintain our effectiveness in an ever-changing environment.

## **Privacy**

We respect privacy and confidentiality. We are dedicated to protecting the privacy of our stakeholders and clients in the course of all our operations.

## **Environmental Friendliness**

We promote environmental sustainability. We strive to constantly consider the efficient and environmental friendly use of natural and physical resources, so as to help safeguard the environment for future generations.

## Situational Analysis

### Background and context

The Government of the Islamic Republic of Afghanistan (GIROA) has been engaged in land administration, primarily as a means of collecting taxes, since the early 1900's and this activity has historically been the responsibility of the Ministry of Interior Affairs and the Ministry of Finance respectively, subsequently transferred to the Ministry of Agriculture, Irrigation and Livestock (MAIL).

There continues to be a presumption that the tax rolls contain the names of the true owners of the land, and this has been codified in the Land Management Law of 2008. Attempts to improve the accuracy of the tax rolls and increase tax revenues from time to time, by relying on voluntary declarations by landowners (Land Declaration Law of 1960), met with little, if any, success leading to additional attempts to improve revenue generation. In 1963 AMLAK (Land Affairs) and Cadastre Directorates were created under the supervision of the Ministry of Finance resulting in the first accurate multi-purpose land inventory.

However, this land inventory did not involve the document registration of the courts. In 1973 the Cadastre was separated from the Ministry of Finance and merged into the Afghan Geodetic & Cartographic Head Office (AGCHO) leaving AMLAK without direct access to cadastre maps.

Land reform was assigned to AMLAK, which completed a survey and collected information regarding 800,000 landowners and established new land quality classifications. AMLAK was transferred from the Ministry of Finance to MAIL in 1978, and thereafter, under Soviet influence, land reform focused on expropriation of large landholdings and redistribution to poor and homeless persons, which was generally unpopular.

In 1991, land reform came to a halt and AMLAK lost most of its personnel and support. Nevertheless, the AMLAK Department had limited operation until it was merged in 2010 with the Afghan Land Authority (ALA), which had been created in 2009 within MAIL. The ALA was created within the MAIL to act as a one-stop-shop for leasing state land to the private sector in order to improve land use and increase revenues for the government.

On 31 August 2009, the Cabinet of Ministers by decision #24 followed by Decision of the Cabinet of Ministers #23, dated August 2010, merged AMLAK with the Independent Commission for the Restitution of Illegally Occupied Land, which had been created by Presidential Decree # 638 dated 22 April 2010, and ALA, naming the resulting organization ARAZI and consolidating more than 900 AMLAK employees with 337 offices spread across all 34 provinces. These offices are located in the capital of each province and most of the rural districts.

ARAZI was granted all the authority and the responsibilities of AMLAK, ALA, and the Independent Commission for the Restitution of Illegally Occupied Land and has a primary role in carrying out many of the directives of the Land Management Law<sup>1</sup>. ARAZI was part of the Ministry of Agriculture, Irrigation and Livestock (MAIL) until by Presidential Decree, Resolution Nr. 11 dated 27 May 2013 (1392/3/6), ARAZI was announced as Afghanistan's Independent Land Authority. At the same time, the Cadastral Survey Department of the Afghanistan Geology and Cartography High Office (AGCHO) was merged with ARAZI for better coordination of land related activities and services, with all structure and service transferred to ARAZI.

ARAZI has currently responsibilities in the areas of:

1. State-Owned Land inventory
2. Land Registration through Cadastral Survey Process (Land Survey)
3. Land registration through the land rights identification process (*Tasfiya*)
4. Land transfer and exchange (primarily to other divisions of government),
5. Land leasing to the private sector,
6. Land dispute resolution ( Land case tracking)
7. Provide land information

Based on Article 4 of Land Management Law (LML) of 2008, MAIL is responsible for state land management in the country. Based on the Cabinet Resolution Nr, 11 this authority is now transferred to ARAZI and this has been incorporated in the proposed amendments of Article 4 of LML. ARAZI will be managing state lands and public lands regardless of their location. It will not own the public lands but will provide land related services to government institutions, individuals, investors, and including the municipalities. ARAZI will not manage municipalities' owned lands but will provide city survey, *Tasfiya*, land conflict resolution, and other services required to municipalities.

Through the *Tasfiya* process ARAZI is registering state and private land. In creating a land inventory, ARAZI asserts a right to survey all of Afghanistan to a resolution of 50 cm and above in order to ascertain the extent of state land. However, this surveying function appears to be assigned to AGCHO by Article 16 of the Land Management Law and is another example of administrative confusion surrounding the individual roles of the various departments and ministries involved in administering land in Afghanistan. With the merger of AGCHO's Cadastral Survey Department with ARAZI, a major issue of institutional confusion has been settled. However, legal, technical, administrative and management tasks remain still distributed amongst a range of agencies, limiting ARAZI's role and contributing to a range of problems in the land sector.

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<sup>1</sup> The Land Management Law of 2008 was enacted prior to the creation of ARAZI, and, therefore, does not assign specific tasks to this organization.

The Government of the Islamic Republic of Afghanistan has long recognized the challenges land issues pose to its people and institutions. In September 2007, following a series of consultations, Cabinet approved the current Land Policy of Afghanistan. The policy lays out the objectives for the land sector, describes the problems and suggests way forward. ARAZI shares the same strategic direction and it is the key government institution to address these challenges and put policy into action.

ARAZI has also developed its own Gender Strategy, committing itself to active support of a gender-sensitive approach internally and its customer relationships. The Gender Strategy describes ARAZI's objectives to provide specific capacity building to women, increase the hiring and promotion of women in ARAZI, provide an appropriate working environment, and facilitate better access of women to land.

### **The challenges ahead**

Afghanistan's development depends to a large extent on the efficient use of its land resources. Demand for agriculture land and for commercial development is high, while at the same time, the Government puts a lot of efforts into developing Afghanistan's physical infrastructure (roads, dams, power supplies, public buildings, etc.). Both of these pillars of Afghanistan's development depend on an institutional framework that allows efficient and effective allocation of land, the provision of land for public infrastructure, the resolution of conflicts over access and usage of land, and the establishment of a comprehensive land information database. The current institutional framework and capacities are not yet very conducive to providing these essential services for Afghanistan's development.

One of the immediate challenges ARAZI is faced with is the need to increase its human and institutional capacity. Current capacity and the operational framework are too limited to deal with the vast challenges of land administration and management across the Resources Corridor within a reasonable time frame. Though recent institutional changes have paved the way for a more streamlined land services provision, responsibilities and human resources are still scattered over ARAZI, AGCHO, and other institutions, often hampering an effective and efficient response to the demands from government, population and investors.

Available resources are concentrated at the national level, however, ARAZI is suffering from lack of technical expertise with regards to land administration and management systems and it is difficult to attract qualified staff. The reforms that have taken place at the Kabul headquarters have not been fully disseminated to regional offices. The structure and capacity in the regional offices are as they were during AMLAK management.

The merger between ARAZI and AGCHO's Cadastral Survey Department added resources to an expanded and independent ARAZI, however, given that most of the land which ARAZI is expected to administer and manage is located in provinces, the limited capacity and the inability to disseminate a new reformed system to these provinces poses a major challenge.

The difficulties in accessing state lands remain a major barrier for investors mainly due to opaque policies, laws and procedures. Consequently, obtaining land to use for commercial purposes remains one of the most significant constraints to economic growth in Afghanistan. Potential investors face considerable uncertainty concerning the availability of suitable land, its cost and the time required to secure the land after it is identified.

Increased demand for farmland leaves many families with insufficient access to farm and grazing areas, limiting the potential for productivity improvements through mechanization and modern farming practices. Limited availability of undisputed farmland and tenure insecurity create an increasing number of land-poor and landless families. Specific pressure emerges on nomadic livestock breeders who face increasing difficulties to access grazing lands, leading to increasing conflicts with sedentary farmers. Increasing poverty levels and food insecurity contribute to security problems and could in the medium and long-term aggravate economic and social problems in both rural and urban areas.

Large tracts of state-owned, uncultivated, arid land remain available and still unused. The opportunity cost in terms of employment and economic development not realized, and governmental revenues not collected, is significant and clearly one of the main drivers for ARAZI's strategic approach. ARAZI will have to map and register these lands, ensuring that planning for the use of these areas can lead to increased benefits for all stakeholders.

### **ARAZI's Strength-Weakness-Opportunity-Threat**

ARAZI has gone through a SWOT analysis process to develop a clear understanding of its aims and achievements to date and to develop a deeper insight into the entity's advantages and constraints of operation. ARAZI's strengths, weaknesses as well as the threats and opportunities have been analysed using the SWOT concept. The strengths and weaknesses are essentially internal to the organization and relate to matters concerning resources, programmes and organisation in key areas. Latest developments with the AGCHO merger and ARAZI's independence from MAIL provide an opportunity to broaden and ascertain the mandate and establish ARAZI as the main authority in the land sector.

#### **Strengths**

ARAZI has expanded rapidly in a relatively short time frame and has developed a framework for operation including human resources, leadership, governmental relationships and support as well as growing reputation and awareness within the Afghan government, international community and private sector. One of the key strengths of the newly independent ARAZI is the ambition to take on more responsibilities from other organisation such as through the merger with AGCHO, in order to improve the area of land administration and management in future.

ARAZI is now a recognized independent government agency, backed by regulations and policies of the government of Afghanistan, and is working to establish the necessary streamlined organisational structures and is working to develop best practice, clear procedures and good reporting lines in the national context. This executive agency has a nationwide remit and it aspires to develop a clear service strategy to serve the interests of the people of Afghanistan. ARAZI continues to concentrate efforts to ensure that it becomes financially independent in the future.

Personnel at the management level represent some of the best that Afghanistan has to offer with good educational backgrounds and an established track record in related fields of endeavour such as the civil service, NGOs, UN and international institutions in the private sector at different managerial levels and so they provide a good starting base of capacity for ARAZI.

### Weaknesses

Despite a number of initiatives being tried to ensure ARAZI becomes financially independent, at this time, ARAZI is still lacking sufficient funds for the organisation's daily operation and is therefore hampered by a restrictive budget, which skews priorities. This is mainly as a result of the current government legal and fiscal frameworks that do not allow direct re-investment of fee incomes outside of the normal annual budgetary cycle. At the same time due to the current volume and complex nature of work, the existing staffs of ARAZI are overloaded with the daily operations giving the leadership less time to focus at a policy formulation and strategic level. ARAZI is led by a leadership team including the CEO and two Deputy-CEOs and a number of Directors reporting directly to the CEO. At the provincial level ARAZI is represented by Provincial Managers reporting to the CEO on technical issues while reporting to the respective Governors on administrative issues. A proposed High Council of Land will act as an advisory body

### Opportunities

ARAZI believes that the political will and commitment of the Afghan government to increase transparency and accountability in relation to land and the drive to simplify and increase the efficiency and the effectiveness of governmental service providers are factors that work in its favour. The AGCHO's Cadastral Survey Department merger (CSD) was a starting point in the right direction. The independence of ARAZI as a government agency provides an important opportunity to establish a new transparent and modern approach to dealing with Afghanistan's land issues.

In spite of the fact that sufficient funds are not fully available from government, significant donor interest exists which could be directed towards supporting the development of ARAZI in the near to medium term. Land has been recognized as a crucial sector for Afghanistan's

growth and employment generation. With ARAZI at the forefront of land administration and management, its contribution to revenue generation, economic and social stability puts it at a prime position for government, public, investor and donor attention.

## Threats

Land remains a very sensitive and highly political topic in Afghanistan where many household livelihoods are dependent upon access to land. In addition, existing legislation, policies and procedures that define ARAZI's current roles and responsibility are often deficient, ineffective and contradictory.

Though there is a high public interest and demand and private sector willingness to invest, there is little and only slowly growing awareness about the contribution ARAZI makes in the land management and rights identification processes. To make matters worse, certain parts of the general public deliberately resist ARAZI's activities due to their own negative experiences relating to privatisation exercises in the past. ARAZI recognises these threats and is working to engender a proper understanding of privatisation within the general populace.

Although there is no doubt of a need for an effectively working land lease management facility, some of ARAZI's internal and external partners still maintain a reluctance to engage in open assistance and good working relationships, fearing a loss of influence, control or autonomy.

ARAZI is struggling to both deal with the development of internal systems and working procedures and the challenges raised by having to cope with daily work flow and the increasing land administration and management responsibilities. Afghanistan as a whole faces a dearth of highly skilled technical staff in areas such as land mapping, survey and land information system and this will mean further challenges as ARAZI tries to recruit sufficient technical personnel to continue to perform and increasing number of tasks as demand for its services grows.

Other serious obstacles to effective performance include:

- the overall level of insecurity;
- the large amounts of land being grabbed by influential individuals;
- the high numbers of land conflicts and conflicting attitudes among tenants;
- The threats to life or general harm to ARAZI field team members.
- Informal and illegal settlement such as the KIS and IDP camps in the urban context.

Another critical topic based on the level of insecurity is the lack of international land experts or firms with the requisite skilled technical staff who are willing and able to work under these conditions. ARAZI recognizes that the expansion of mandate and operations will face a

formidable challenge if the required national and international technical resources and expertise cannot be mobilized and integrated.

Finally the overall financial sustainability of the ARAZI development programme still needs to be guaranteed, as it currently has to rely on external, donor sourced funding and/or limited government budget allocations for further development.



## ARAZI's Strategic Partners

ARAZI's institutional interfaces are numerous, involving a range of governmental actors including different ministries, provincial authorities, cadastral office representatives, community development councils, etc. Although ARAZI has become an independent agency, roles, responsibilities and competencies in land-related matters are at the moment still spread among a significant number of public entities.

Key roles of the main actors can be described as following:

- Ministry of Agriculture, Irrigation and Livestock was home to ARAZI and provided the strategic direction until independence by presidential decree. MAIL still plays an important role for (agriculture) grading of land.
- Ministry of Justice (MoJ) ensures the appropriate legal framework is in place and MoJ is the bridge between ARAZI and the courts in the country;
- Ministry of Finance deals with land tax definition and collection of land lease fees, and plot prices determination;
- Ministry of Energy and Water is participating in the definition of water rights of land plots and the provision of infrastructure services;
- Ministry of Mines and Petroleum is in identifying the mines areas.
- Ministry of Information and Culture is contributing in identifying historical monuments
- Local Councils play a part during the land zoning and land property rights definition and maintenance and mitigating conflicts arising therefrom;

The work and development of ARAZI is considered a national priority, with direct involvement of the Cabinet and the President of the Islamic Republic of Afghanistan in monitoring its progress and ensuring cooperation from all the public offices involved.

Ensuring a positive partnership between so many actors is vital for ARAZI's performance. It requires strong leadership by and within ARAZI along with support and endorsement from the highest levels of the Government of Afghanistan. Bundling responsibilities under the roof of ARAZI, with the guidance and support of a proposed multi-ministerial High Council of Land, is considered an important step for an independent and strong Independent National Land Agency

### **High Council of Land**

The proposed High Council of Land will primarily act as an advisory body for ARAZI, ensuring the organization is managed effectively and is following approved strategies and policies. The Council is the high level advisory body of ARAZI and should consist of seven members:

- Vice President (as the Chair of the High Council);
- CEO ARAZI;
- Minister of Economy;
- Minister of Justice;
- Minister of Agriculture, Irrigation and Livestock;
- Minister of Finance;
- Representative of Supreme Court;
- Representative of Parliament;
- Two leading civil society organizations.

In extraordinary cases, the main representatives can also be substituted by their designated substitutes. The NGO representatives shall be based on recommendations from their respective institutions. The membership term of the NGO sector representatives in the council shall be two years and may be renewable only once. They will have a status as observing members. Other government institutions such as Ministry of Mines and Petroleum, Public Works, Energy and Water, or Municipalities will be invited to the Council's meetings if and when required. They will be treated as observing and participating members, not as full Council members. The Chair might decide in justified cases to exclude them from discussions on specific topics or agenda items.

While the Council shall have mainly consultative power, it will retain the right to make some policy level decisions like approving corporate strategy and annual business plan. The Council will also have to endorse important ARAZI decisions as described in its Governance Framework.

The council shall convene meetings/sessions at least once a year based on invitation of the President or Vice-President however extraordinary meetings may also be held by the request of the Chair or four members. The meetings will be chaired by the Vice President. ARAZI will be responsible for preparing agenda, drafting minutes of the meeting and fulfilling all functions of the secretariat.

Any session should be attended by at least five members including the Chairman. There will be no formal voting at the Council; decisions will be made by consensus to ensure civil society engagement in decision-making process.

Local public institutions as well as the provincial governors and municipal mayors play also a key role by addressing the organizations requirements into the respective levels and by making sure obstacles are analysed and removed. Donor and development partners' involvement remains for the time being fundamental to ARAZI's planned development.

## Monitoring and evaluation, audit

ARAZI recognizes the importance of an effective monitoring and evaluation system (M&E) to inform ARAZI Leadership and the High Council of Land on the progress the institution makes on its path towards becoming an effective and efficient land services provider. M&E will add significantly to ARAZI's learning and capacity-building goals because it identifies and facilitates the use of best practices to accelerate the improvements and changes sought by the program in the ARAZI focal areas. It will also ensure the development of monitoring and evaluation skills across the organisation. The entire ARAZI organization will become progressively more cost-effective by building on the lessons of both successes and failures.

Regular reports of performance and impact indicators and client satisfaction will be issued after having conducted comprehensive assessments. This data will be published to promote transparency and to demonstrate the progress of the organisation.

ARAZI's monitoring and evaluation framework will be a simple, readily understandable system with a very limited number of key performance indicators and business values that are directly related to the core activities of the organisation. Key performance indicators need to be accessible by decision-makers and the ordinary citizen alike. They should not be complicated in nature, unnecessarily abstract or be defined through overly complex calculations.

A simple set of key performance indicators will form the basis of the monitoring and evaluation framework. With the development of ARAZI, these are refined as deemed necessary. The key performance indicators will be supplemented by a tracking system for work plans and processes at departmental level, at national and at provincial levels. The key indicators are set out below.

Using a simple set of straightforward key performance indicators will allow both government and the general public to readily understand the operational effectiveness of ARAZI. Within the organisation, more complex methods will be employed to analyse tasks, processes, trends and issues.

Being an independent government agency, ARAZI will have its own internal auditing directorate. Emphasizing transparent processes and procedures, ARAZI will also be open to any external audit should this enable or facilitate additional support from development partners.

## ARAZI's long term strategic goals

ARAZI's long-term strategic goals are not definitively time bound but instead are defined as primary, secondary and tertiary objectives, reflecting their relative priority in the organisation's development. Prioritizing goals instead of assigning a clear deadline for achievements does not indicate a missing sense for milestones and time-bound activities. ARAZI's operational work plan will need to be broken down into annual (or even shorter) work plans, reflecting the ground realities in managing organizational change and implementing technically as well as culturally very demanding programmes.

Detailed strategic and operational planning is still relevant in the shorter term for the different working areas of ARAZI, and is of course absolutely indispensable for budgetary purposes.

ARAZI's long-term strategic goals are set out below.

**Institutional Leadership:** To become the primary agency for land administration, registration and management in Afghanistan in order to provide a better, joined up, service to public institutions, private citizens and investors alike.

**Legislative Reform:** To initiate and lead legislative reform in Afghanistan in relation to land administration, registration and management on behalf of the government and in conjunction with the relevant stakeholders. To become Afghanistan's custodian of all land-related policies and legislation, harmonizing formulation and facilitating consistent implementation of modern, culturally adapted and acceptable policy and legal framework.

**Sustainability:** To become a financially sustainable, autonomous agency able to generate its own funds and make a positive financial contribution to the Government of the Islamic Republic of Afghanistan. Attracting and retaining highly qualified staff.

**Land Information System:** To develop and manage a comprehensive computerised land information system to store and process information relating to state and private land. Providing timely and accurate information to public and private entities as per their needs and demands.

**Land Registration System:** To establish and manage an efficient system of land and property records, ensuring the comprehensive mapping and registration of public and private land and associated rights. Proper registration and filing of all land transactions occurring in the country, and resolving any conflicts emerging therefrom in coordination with courts.

**Land Allocation Services:** To provide transparent, quick and effective land allocation services in line with government policies. This will include provision of land for public purposes, for social and economic development, including the establishment of a one-stop-lease services to local and international investors and defined social groups, including and specifically women, in line with national priorities and ensure timely, comprehensive and

continuous lease execution. This will include specific facilitation to increase the access of women to land.

**Operations:** To establish and successfully manage an Operations Department which will provide ARAZI with appropriate organizational infrastructure such as finance, human resources, information technology support and development, archiving of records, logistics and procurement, transport and security. Ensuring gender equality in hiring and career opportunities.

**Communications:** To establish credible and sustainable partnerships with stakeholders through the provision of accurate and timely information, creating awareness and imparting knowledge to understand Afghanistan's Land Policy and Legal Framework. To develop a full range of public and client focussed information to ensure ARAZI's mission and operating procedures are understood and that awareness of ARAZI as an institution continues to grow. To inform national and international investors on the availability of opportunities to invest in land development in the country.

**Value for money:** To establish the internal control system in order to objectively examine, evaluate and report on the suitability and efficiency of the services delivered in order to contribute to the management process and the continuing development of the effective use of resources.

## Primary Strategic Objectives<sup>2</sup>

The primary strategic objectives are defined as the most important and most urgent results necessary for ARAZI to achieve on development path towards its strategic goals. It will be of primary importance to:

- Establish a solid platform of operational effectiveness
- Begin to address longer term financial sustainability
- Develop a documented core of institutional knowledge and information
- Put in place the necessary training structures to enable new staff to be effectively recruited and trained
- Focus activities on actual demands such as NRRCP and land survey and land clearance issues

Meeting these objectives as early as possible will place ARAZI in a strong position to expand operations as it aspires to do. The primary strategic objectives are explained in brief below.

### Securing short term funding for operation

ARAZI will take action to secure a stable, short-term financial solution for a minimum of 12 months. As an independent agency, this financial solution will be sought through a realistic budget proposal to Ministry of Finance and also possibly through donor agencies to provide ARAZI with a degree of certainty for the future and to prevent the potential loss of skilled contractors prior to an effective transfer of skills to the remaining staff.

### Complete the merger of AGCHO's Cadastral Survey Department with ARAZI

As a major step towards a unified and harmonized institutional set up for land administration and management, the Afghan Geodesy and Cartography Head Office's (AGCHO) Cadastral Survey Department will be incorporated into the organisation. The merger provides ARAZI with the responsibilities and required infrastructure to expand its land administration function, ARAZI will benefit from the in-house information, expertise, and the training capacities that AGCHO will bring to a united agency. The AGCHO Cadastral Survey Department will be fully integrated into a revised *Tashkil* and will form the corner stone of the land administration pillar of ARAZI.

To successfully complete the physical and organizational integration, OAA and MoF will work with ARAZI and AGCHO establishing a temporary task force that will guide and

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<sup>2</sup>Primary Strategic Objectives for ARAZI are those that require priority attention, due to urgency and due to the potential magnitude of (positive) impacts.

oversee the merger, ensuring that operations will continue smoothly and synergies can be exploited and expanded.

### **Development of departmental action plans**

ARAZI will develop departmental actions plans for each of its directorates and key function areas. These action plans will be dynamic documents that will reflect the immediate tasks of the organisation and the outputs expected. The individual action plans will address the primary, secondary and tertiary strategic and operation objectives as they impact the individual directorates, key function areas and the expected institutional developments and changes in the coming years.

### **Systems and procedures analysis**

Land clearance procedures for clearing state-owned land which is to be leased as well as lease monitoring and termination systems and procedures of the leases will be documented, mapped and critically reviewed by the ARAZI senior management team. The merger of CSD with ARAZI provides an opportunity to address the necessary simplification of the survey and land clearance processes. Establishing a simple, unified procedure is key for increasing efficiency in the registration process. The land clearance process will also lead to making land available for major infrastructure and urban planning purposes.

Other functional areas such as Finance, HR, Communications, etc. will also have their systems and procedures documented, mapped and critically reviewed. This will be required to maintain ARAZI operations during a transitional and development phase, and prepare the institution for the expanded responsibilities ahead. As a newly independent agency ARAZI will identify its needs for required bylaws and will address the gaps on a priority basis.

### **Development of operational manuals**

Operational manuals and detailed job level instructions will be compiled for each contractor and civil service post to ensure that institutional knowledge and skills are preserved and to develop documented base material to assist in the development of a staff training programme.

Definition and documentation of TORs and procedures will not only comprise ARAZI's operational units but also the management level, including the High Council of Land. The clear definition of roles and responsibilities will assist in identifying capacity building needs and facilitate the aspired access of ARAZI to the government's CBR Program.

## **Anti-corruption guidelines and working group**

A specific manual on anti-corruption guidelines will be developed and disseminated to all staff. These guidelines will be binding for all staff and implementation and enforcement will be supervised by a dedicated working group. The guidelines will specify the measures and procedures ARAZI and its staff are committed to in fighting corruption. Core of the procedures and measures will include the declaration of all conflicts of interest in the performance of official duties as ARAZI and government staff. The current Code of Conduct signed by staff will be expanded by a clear definition of penalties and reprimands non-compliant staff will be facing.

## **Land Governance Assessment**

An important step in establishing ARAZI as a transparent and clean land authority will be the application of the Land Governance Assessment Framework (LGAF)<sup>3</sup>. ARAZI will embark on this exercise in order to learn about public perceptions and receive an objective analysis of its current governance structure and capacity. This will lay the ground for further work on anti-corruption guidelines, public awareness and information campaign, and for the technical and managerial training of ARAZI staff.

## **Development of training material and capacity building programme**

Detailed staff training material will be compiled using material from the operational manuals and job instructions (once developed). Staff posts currently vacant will be filled and staff trained using the newly produced training documentation.

Training of civil service staff will be intensified to ensure an effective transfer of skills from the contractor work force and to provide ARAZI staff with the capability it needs to discharge its duties effectively. On the job training, as well as courses and workshops designed and implemented with the Cadastre and Land Management Training Institute will play crucial roles.

Recognizing the crucial role of a dedicated and well-trained work force for ARAZI's role and reputation, ARAZI will apply for participation in the Government's CBR Program. In addition to its immediate and important training activities for its staff, the medium- and long-term capacity enhancement will greatly benefit from access to the CBRP.

ARAZI is committed to provide equal opportunities to man and women, providing a gender-sensitive working environment and giving special attention to the needs of female employees.

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<sup>3</sup>The Land Governance Assessment Framework (LGAF) focuses on five key thematic areas that have been identified as major areas for policy intervention in the land sector. It is made up of a range of indicators that are then ranked as a performance measure relevant to a specific theme.



### **Production of customer information**

Understanding land policies, laws and regulations is important to minimize conflicts and misconceptions by all stakeholders, in particular customers and the general public. External customer information, such as public guides and general public outreach material, will be generated from the internal operational procedure manuals to improve transparency and communication and so that ARAZI's organisational responsibilities become better understood by citizens. ARAZI's website will be regularly updated and all public guides and public outreach material will be published online.

### **Inventory and digitisation of information**

ARAZI will prepare an inventory of land related information, the sources and location of documents at national and regional level. The documentation of the scattered information sources will be a first step towards becoming the prime repository of land related data and information.

ARAZI will digitise as much of its core data as possible to facilitate geo-referencing of information and so facilitate the devolution of processing and authority necessary to operate successfully at the provincial and district levels in the near future.

### **Production of a simplified cadastre model**

ARAZI will define a simple cadastre model to meet its current needs and incorporating available digitised information relating to its state land leasing activities and daily operations. Cadastre model and information inventory will be supported by a sustainable IT and software solution that allows ARAZI to maintain, expand and share data and information in an easy and cost-effective manner.

### **Demand-led registration**

In the short-term, ARAZI will continue to focus on demand led activity based on the actual needs of investors and potential tenants rather than the systematic inventorying of all land in Afghanistan. High value demand for services from NRRC related activity will be prioritised. The unified surveying and Tasfiya procedure and a fee-based service provision will facilitate this process.

## **Production of a pool of available investment land**

To fulfil one of its objectives, being a one stop shop for investment land and state-owned land for leasing, ARAZI will develop a pool of suitable state-owned investment land at a rate that is sufficient to exceed the dynamic demands of the emerging market.

## **Establishment of NRRCP Task Force**

ARAZI will establish an NRRCP Task Force to focus efforts on NRRCP related work feeding in lessons from past experiences and feeding back knowledge for general operational improvements. The Task Force will include members of related departments and ministries actually embedded within ARAZI to foster closer working relations and understanding. Main objective of the Task Force will be the facilitation of all land related challenges to an efficient and transparent NRRCP development process.

## **Establishment of Land Clearance and Land Acquisition Task Force**

ARAZI recognizes the importance of and the issues surrounding the land clearance and land acquisition for public infrastructure provision, ARAZI will establish a Task Force that will review procedures and implementation issues, provide guidance to streamline processes, and advise on problem cases. Questions of resettlement, compensation, appeal, and valuations are cause for widespread concern amongst affected landholders and the general public. The Land Clearance and Land Acquisition Task Force will provide important inputs for the required review and revision of the Land Acquisition Law as well as for the subsequent drafting of (new) regulations and implementation procedures.

For an effective and efficient process of review, revision and implementation of the land acquisition law, the custodianship over the law will have to be moved to ARAZI. ARAZI and its dedicated working group will ensure a participative and transparent process in review in revision.

## **Regular review and update of strategic / operational plan**

ARAZI will undertake a quarterly review of this strategic and operational plan, updating any relevant areas, as circumstances require. A Strategy Working Group will be established that guides and monitors the strategic processes and changes and provides regular feedback to the CEO and proposed the High Council of Land.

## Secondary strategic objectives<sup>4</sup>

Expanding the primary results achieved, ARAZI will embark on activities to achieve the secondary strategic objectives. Those are steps necessary for ARAZI to accomplish:

- An expanded the scope of its operational effectiveness
- The establishment of long-term financial sustainability
- Increased excellence by exploiting its documented core of institutional knowledge, information and training structures to enable new staff to be effectively recruited and trained and for the organisation to grow
- The entry towards the simplification of the legal and institutional environments

Meeting these objectives will allow ARAZI to leverage the solid operational platform developed under the primary strategic objectives and begin to gain traction at the regional and provincial levels.

The secondary strategic objectives are set out below:

### Establish a long term sustainable financial model

With the short-term financial solution (as set out in the primary strategic objectives) in place, ARAZI will then secure a more sustainable financial position, which is expected to include a sufficient and performance-based budget allocation from MoF, plus a self-financing component through a fee-based service provision. This will require development of an affordable tariff system and performance-based budget including staff bonus system and benefit packages. This will significantly increase staff motivation, attract more qualified personnel, and eliminate informal and corrupt practices leading to increased credibility of the institution.

### Establishment of a permanent Central Headquarters

ARAZI Headquarters in Kabul requires a permanent home and the appropriate physical infrastructure to perform the responsible and expanded tasks and duties associated with its increasing role. Documents, infrastructure hardware, and ARAZI's most valuable resource, its staff, require a save and expandable permanent place to provide the necessary environment for efficiently providing its services, and safely storing the documents, information and data it compiles.

### Establishment of regional offices

With systems and procedures documented and in place at ARAZI Headquarters the

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<sup>4</sup>Secondary Strategic Objectives rank closely behind the very urgent immediate ("primary") objectives of ARAZI. They will require more time, yet also require focused attention.

operational platform will be expanded to provide or expand the regional ARAZI offices in selected provinces. With the merger of AGCHO's CSD ARAZI will have inherited a decentralized infrastructure on which to build and expand. ARAZI will formulate a simple expansion plan for introducing and upgrading regional based operations and then execute that plan to develop and devolve administration of their core functions. The establishment of 7 Regional Offices is envisaged.

ARAZI Headquarters in Kabul will continue to monitor and control systems and procedure development to ensure a uniform and consistent service is provided at the regional offices.

### **Review, revise and expand the ARAZI Tashkil**

Following the integration of Cadastre Department of AGCHO and in line with its expanded institutional mandate, ARAZI will review and revise its institutional structure. Core of a new *Tashkil* will be the two separate pillars of land administration and land management. Clear TOR will be established for each department including CEO and the High Council of Land, specifying roles and responsibilities, ensuring complementarities instead of overlaps, exploiting synergies and facilitating close cooperation and coordination with related units' agencies inside and outside ARAZI.

With review and discussions to be continued, ARAZI's core structure is proposed to consist of 10 Directorates reporting through two Deputies, for Land Management and for Land Administration, and one Director General to a Chief Executive Officer, The agency will be guided by the High Council of Land. The 10 Directorates include

Under the Deputy of Land Management:

1. Directorate of Land Lease
2. Directorate of Land Distribution

Under the Deputy of Land Administration:

3. Directorate of Survey and Cadastre
4. Directorate of Registration and Integration of Information
5. Directorate of Land Clearance
6. Directorate of Dispute Resolution

Under the Director General ARAZI Office (Admin and Finance):

7. Directorate of Administration and Finance
8. Directorate of Human Resource

The below directorates are reporting to the CEO directly:

9. Directorate of Planning and Policy
10. Directorate of Internal Control
11. Directorate of Chief of Staff

A revised Tashkil will include the expanded regional representations of ARAZI, their respective set up and staffing. ARAZI is committed to increase the number female staff throughout the institution, including in higher management positions.

### **Establishment of a National Land Archive**

Land documents are currently dispersed amongst a number of government institutions. This pre-ARAZI legacy leads to inefficiencies in operations and prevents the establishment of a true One-stop Land Shop within ARAZI. The practice of clearing information with numerous different institutions without the possibility of direct access to information puts many of ARAZI's decisions on legally insecure grounds.

In order to foster transparency and efficiency, a National Land Archive will be established within ARAZI, where all documents (originals or copies) will be kept for reference in one secure place. The National archive will hold all land information and documents compiled from Ministry of Finance, Ministry of Interior, President's Office, AGCHO, and the courts.

### **Legal review**

ARAZI will undertake a detailed legal review, mapping the various statutes and items of legislation that impact upon the management and administration of land and land enabling environment in Afghanistan and identify opportunities to deliver or facilitate on-going legal reform in relation to land and administration and management.

ARAZI will actively pursue, wherever possible, the integration of Afghan customary practice in relation to land management and wherever possible devise methodologies and practices that complement or follow existing Afghan custom to ensure easier understanding and cultural acceptance.

### **Land Conflict Resolution**

Land conflicts are still very common and far too often are the cause for unfortunate and unnecessary economic hardships and delays in private, commercial and public developments. Many such disputes over ownership and use rights, in particular between nomadic livestock breeders and sedentary farmers have resulted in violent conflicts.

ARAZI will establish mechanisms to resolve mitigate and avoid land conflicts (rural and urban) in coordination with courts. It is understood that many land conflicts have their roots in some of the opaque policies and procedures that govern land issues. ARAZI will address these issues so that land conflicts can and will be dealt with swiftly, in a transparent manner, and through trusted and accepted mechanisms and institutions.

## Development of a comprehensive IT solution

An integrated IT solution will be designed and implemented incorporating the digitised information developed under the primary strategic objectives. This will include a comprehensive hardware and software infrastructure, and will seek to integrate all the operational and public services activities of ARAZI. Specifically the platform will integrate and connect two principle data sets:

1. Land Information System, including:

- a land inventory database, with detailed plot information including maps, water rights, size, GPS coordinates, land zoning codes, tax information, price information, etc.
- ownership, occupancy, management responsibilities, conflicts/disputes over plots/registered land
- a lease contract management system, with detailed recording of all lease applications, contracts, contact information, date of execution, date of contract termination, tenant's proposal details, the lease enforcements reports as well as the payment history of the tenant customers.
- a client database, with detailed recording of all relevant information about clients who are received, oriented, helped in proposal development or who register their interest and proposals with ARAZI.

2. ARAZI's operational database, a record keeping system containing details of internal operations including finance transactions, staff database, contract management, audit and monitoring and evaluation, etc.

A decision for a long-term sustainable IT- solution, i.e. the hardware and software to be purchased, maintained and regularly updated, will be based on a sound technical and economic evaluation of requirements and options.

### **Tertiary strategic objectives**

The tertiary strategic objectives further refine the work of ARAZI and expand the scope and reach of its services. In practice, implementation of many of the earlier strategic objectives will add to and inform the tertiary phase of development.

By the end of this development phase ARAZI will be a stable and mature organisation with a diverse service provision, national coverage and representation and well on its way to achieving its overall vision.

The results that ARAZI will have to achieve on this path will include:

#### **Diversification of ARAZI services**

ARAZI will further secure its financial resources through the development of additional diverse revenue streams such as rental valuation services, service fees, bespoke map production and similar services.

#### **Establishment of cadastral registration programmes**

ARAZI will develop comprehensive cadastral registration services and programmes that respond to the needs of individuals, communes, government and investors. The cadastral registration programmes will include (i) the systematic registration of land in priority areas as defined by the government (e.g. NRRCP, public infrastructure development areas, irrigation command areas, etc.); (ii) on-demand registration of private land by individuals or private entities; (iii) registration of state lands suitable for land leases; and (iv) registration of urban lands and properties.

ARAZI will develop adapted, appropriate and transparent processes for the registration programmes, including financial and human resource plans and fee structures.

#### **Expansion of institutional responsibilities**

With the completed merger with AGCHO's CSD, ARAZI will have established itself as the prime agency in the land sector. In close cooperation and dialogue and under the guidance of the High Council of Land, ARAZI will explore the options available to further expand its land administration and management remit as appropriate. This may include supplementing or providing registration service for central court deeds records or similar land record sets. An important step will be the taking over of city surveying and expanding the cadastral work to urban areas. The objective of all these efforts is the establishment of a coherent and consistent system for the land sector, serving government and public more effectively and efficiently. This will best be achieved by land services united under the umbrella of ARAZI.

## **Strengthening policy formulation and land legislation functions**

ARAZI needs to strengthen its capacity in policy formulation and land legislation. The current distribution of these functions over several government entities is neither effective nor efficient to address the challenges that lie ahead. ARAZI is already providing significant contributions to legal provisions that govern the land sector. However, ARAZI expects to gain the leading role in all aspects of shaping the policy and legal framework for the land sector. This will naturally entail close cooperation with other government agencies, in particular Ministry of Justice, to ensure consent, coherence and coordination. ARAZI will seek close cooperation with its partners, including development partners who are willing and able to provide capacity building assistance in these important areas.

## **State land inventory**

Starting in geographical areas with high demand for land for commercial or agriculture development, ARAZI will start a programme of systematically mapping and registering state land. The process will include, and initially focus on the adjudication of land suitable and in demand for investors. Claims and conflicts will be registered and ARAZI will develop procedures to clarify rights, obtain custodianship over state land, and make the related information publicly available. ARAZI will simultaneously prepare management proposals and plans for state lands.



**Work Plan 2014 - 2018 and indicative timetable for implementation<sup>5</sup>**

Indicative timeframe	Responsible Dept	YEAR 1										Year 2				Year 3			Year 4			Year 5		
		2014										2015				2016			2017			2018		
<b>Primary Strategic Objectives</b>																								
<i>Develop "By-Laws" for the new status as independent budgetary entity and get Council of Minister approval</i>	<b>Directorate of Planning and Policy</b>																							
<i>Securing short term funding for operation</i>	<b>Directorate Admin and Finance</b>																							
1. Prepare work plan and budget for next 6 and 12 months																								
2. Present work plan and budget to Ministry of Finance																								
3. Get confirmation from Dep. Minister/Minister																								

<sup>5</sup>Work plan and timetable will be reviewed by a Working Group on a quarterly basis. Revisions will be done semi-annually or as required. The review will include implementation issues and relevance and priority of the underlying goals and objectives.

Indicative timeframe	Responsible Dept	YEAR 1										Year 2					Year 3					Year 4					Year 5								
		2014										2015					2016					2017					2018								
<i>Complete the merger of AGCHO's Cadastral Survey Department with ARAZI</i>	<b>Directorate of Planning and Policy is responsible in coordination with G Directorate of A&amp;F under the leadership of Deputy....</b>																																		
1. Analyse synergies, complementarities, overlaps and prepare a plan for full integration																																			
2. Formulate new departmental TOR/work plans as appropriate																																			
3. Determine new line of commands and reporting																																			



<b>Indicative timeframe</b>	<b>Responsible Dept</b>	<b>YEAR 1</b>						<b>Year 2</b>			<b>Year 3</b>			<b>Year 4</b>			<b>Year 5</b>															
		<b>2014</b>						<b>2015</b>			<b>2016</b>			<b>2017</b>			<b>2018</b>															
4. Update institutional analysis, including recommendations																																
5. Implement LGAF process																																
<i>Development of operational manuals</i>	<b>Directorates of Admin &amp; Finance and HR in coordination of P&amp;P Directorate</b>																															
1. Compare existing manuals with recommendations																																
2. Identify resource requirements																																
3. Prepare new draft SOP																																

Indicative timeframe	Responsible Dept	YEAR 1					Year 2	Year 3	Year 4	Year 5										
		2014					2015	2016	2017	2018										
<i><b>Fighting Corruption</b></i>	Internal Control Directorate with Directorate of Land Dispute																			
1. Establish an Anticorruption Working Group																				
2. Formulate and implement ARAZI ‘code of conduct’ for all staff																				
3. Draft anti-corruption guidelines																				
4. Establish procedures for restitution of grabbed land																				
<i><b>Development of training material and capacity building programme</b></i>	<b>Directorate of HR in coordination of P&amp;P Directorate</b>																			
1. Conduct training needs assessment																				

<b>Indicative timeframe</b>	<b>Responsible Dept</b>	<b>YEAR 1</b>					<b>Year 2</b>					<b>Year 3</b>					<b>Year 4</b>					<b>Year 5</b>																		
		<b>2014</b>					<b>2015</b>					<b>2016</b>					<b>2017</b>					<b>2018</b>																		
2. Review existing training material and facilities																																								
3. Prepare CB plan (in line with CBRP requirements)																																								
4. Submission of CBR Proposal to MoF																																								
<i>Production of customer information</i>	<b>Directorate of Public Relation in coordination of P&amp;P Directorate</b>																																							
1. Assess information needs and demands																																								
2. Prepare client specific information material																																								
3. Disseminate information																																								

Indicative timeframe	Responsible Dept	YEAR 1										Year 2			Year 3			Year 4			Year 5		
		2014										2015			2016			2017			2018		
<i>Inventory and digitisation of information</i>	<b>Directorate of Registration and Insejam</b>																						
1. Identify sources and location of data, information, documents																							
2. Agree on a joint repository																							
3. Compile and digitize																							
<i>Production of a simplified cadastre model</i>	<b>Directorate of Cadastre, Taseya and Land Inventory</b>																						
1. Review ARAZI's CSD system(s)																							
2. Identify (adaptable international) best practice and establish interim guidelines																							

Indicative timeframe	Responsible Dept	YEAR 1										Year 2					Year 3				Year 4				Year 5										
		2014										2015					2016				2017				2018										
3. Implement (test) in high priority areas with little expected conflicts																																			
4. Finalize and approve “unified procedures” (combined survey and Tasfiya)																																			
<b><i>Demand led registration</i></b>	<b>Land Inventory and Insejam</b>																																		
1. Establish procedures and teams																																			
2. Determine costs and establish fees																																			
3. Disseminate information to potential clients																																			



Indicative timeframe	Responsible Dept	YEAR 1										Year 2					Year 3					Year 4					Year 5								
		2014										2015					2016					2017					2018								
<i>Production of a pool of available investment land (Pro-Active)</i>	Pro-Active Department of Lease Directorate																																		
1. Identify undisputed state land																																			
2. Register and assess investment potential																																			
3. Disseminate information to potential investors																																			
<i>Establishment of NRRCP and Land Survey, Clearance and Land Acquisition Task Forces</i>	Directorate of P&P in coordination of Tasfiya and Land conduction and distribution Directorates																																		
1. Select and assign experienced TF members (MoM & ARAZI)																																			

Indicative timeframe	Responsible Dept	YEAR 1				Year 2				Year 3	Year 4	Year 5								
		2014				2015				2016	2017	2018								
2. Establish working and reporting procedures																				
3. Monitor performance and adapt procedures as appropriate																				
4. Draft proposed amendments to the Land Acquisition Law and submit to MoJ																				
5. Draft Land Acquisition procedures																				
6. ARAZI to establish a Land Acquisition Technical Board																				
<i>Regular review and update of strategic / operational plan</i>	<b>Directorate of P&amp;P is responsible for this activity</b>																			
1. Establish working group on strategic development																				

Indicative timeframe	Responsible Dept	YEAR 1				Year 2				Year 3				Year 4				Year 5											
		2014				2015				2016				2017				2018											
2. Quarterly review of implementation status, report to CEO																													
3. Revise / adapt work plan																													
<b>Secondary strategic objectives</b>																													
<i>Establish a long-term sustainable financial model</i>																													
1. Prepare AWP and identify funding short falls	<b>General Directorate of Admin and Finance in coordination of P&amp;P and CEO</b>																												
2. Identify and confirm possibilities for donor assistance																													
3. Adapt internal structures and procedures																													

Indicative timeframe	Responsible Dept	YEAR 1								Year 2				Year 3				Year 4				Year 5			
		2014								2015				2016				2017				2018			
4. Looking into trade funding mechanism for Arazi for sustainability purposes																									
5. Establish Afghanistan Independent Land Authority Revenue Bank Account																									
<i>Establishment of a permanent Central Head Office</i>																									
1. Prepare plan for a permanent Headquarters	CEO Office																								
2. Identify available location / building(s) and funding possibilities																									
3. Built and moved																									
4. Establishment of Centre Compass of Arazi (Land administration and Cadastre Institute)																									

Indicative timeframe	Responsible Dept	YEAR 1					Year 2					Year 3					Year 4					Year 5																																		
		2014										2015					2016					2017					2018																													
5. Propose establishment of a new directorate to run Arazi Institute																																																								
<i>Establishment of 7 regional offices</i>																																																								
1. Assess capacities of regional offices of ARAZI																																																								
2. Identify resource requirements (financial/human) for effective operation																																																								
3. Prioritize and expand based on available resources																																																								
<i>Review, revise and expand the ARAZI Tashkil</i>	HR																																																							
1. Assess availability and required capacities/expertise (in line with CBRP requirements)																																																								

Indicative timeframe	Responsible Dept	YEAR 1										Year 2					Year 3					Year 4					Year 5								
		2014										2015					2016					2017					2018								
2. Revise organizational structure as necessary (in line with CBRP requirements)																																			
3. Hire and/or train suitable staff																																			
<i>Legal review</i>	<b>Plan and policy directorate</b>																																		
1. Compile list of stakeholders and documents in legal (and customary) land processes																																			
2. Employ required expertise to review existing legislative process																																			
3. Prepare a comprehensive review of legal documents governing the land sector																																			



Indicative timeframe	Responsible Dept	YEAR 1										Year 2				Year 3			Year 4			Year 5		
		2014										2015				2016			2017			2018		
<b>Tertiary strategic objectives</b>																								
<i>Diversification of ARAZI services</i>	<b>Task Force form (all Directorates) is responsible for this activity</b>																							
1. Asses customer demand for land services																								
2. Develop new services and products																								
3. Establish the “One-Stop Land Shop”																								
<i>Establishment of cadastral registration programmes</i>	<b>Cadastre and Land Inventory Directorates are responsible for this activity</b>																							
1. Establish systematic state land registration process																								



Indicative timeframe	Responsible Dept	YEAR 1										Year 2					Year 3					Year 4					Year 5								
		2014										2015					2016					2017					2018								
2. Establish systematic private land registration process																																			
3. Establish on-demand land registration process (rural)																																			
4. Establish on-demand land registration process (urban)																																			
<b><i>Expansion of institutional responsibilities</i></b>	<b>Admin and finance directorate</b>																																		
1. Review assignment of land-related roles and responsibilities																																			
2. Review internal capacities to perform additional functions																																			
3. Agree on new assignments /task																																			

Indicative timeframe	Responsible Dept	YEAR 1										Year 2				Year 3				Year 4				Year 5			
		2014										2015				2016				2017				2018			
<i>Strengthening policy formulation and land legislation functions</i>	<b>Plan policy directorate</b>																										
1. Formulate TOR and establish respective units																											
2. Hire and train staff																											
3. Draft/Update land policy and legislation framework																											

## ARAZI RESULTS FRAMEWORK<sup>6</sup>

### Vision

**An independent, effective and efficient public institution that provides transparent land services, contributing to stability and growth**

ARAZI's Development Objective	• Indicators	Targets	Source/Remarks
<b>Becoming a modern public land services institution</b>	<ul style="list-style-type: none"> <li>• Number of titles produced</li> <li>• Government revenues from land lease</li> <li>• Number of land conflicts resolved</li> </ul>	xxxx titles produced yearly revenues doubled by year 5 70% or registered land conflicts resolved by alternative dispute resolution	Records, gender- disaggregated data
<b>ARAZI Intermediary Results</b>			
<b>Institutional Reform completed</b>	<ul style="list-style-type: none"> <li>• Merger of AGCHO-CSD with ARAZI</li> </ul>	Completed by End of 2014	Physical integration of staff and services
	<ul style="list-style-type: none"> <li>• ARAZI Tashkil reviewed, revised and expanded</li> </ul>	Updated Tashkil by 09/2014	Based on a updated institutional assessment
	<ul style="list-style-type: none"> <li>• Departmental action plans developed and approved</li> </ul>	Available 12/2014	Also as part of CBRP application
	<ul style="list-style-type: none"> <li>• LGAF applied</li> </ul>	Results available 12/2015	
	<ul style="list-style-type: none"> <li>• Anticorruption guidelines approved</li> </ul>	08/2015	

<sup>6</sup>The Results Framework is expected to be valid for 5 years starting from January 2014. Annual review and revision will adapt the framework as deemed necessary.

	<ul style="list-style-type: none"> <li>Code of Conduct revised and signed by all ARAZI staff</li> </ul>	06/2015	
<b>Working environment and infrastructure established (incl. Arazi Institute)</b>	<ul style="list-style-type: none"> <li>Permanent Central Headquarters</li> </ul>	Established by 2016	
	<ul style="list-style-type: none"> <li>Regional offices established and functional</li> </ul>	7 offices established by 2015	
	<ul style="list-style-type: none"> <li>Comprehensive IT solution developed and installed</li> </ul>	Headquarters by 2015 Regional Offices by 2018	
<b>Capacity developed and secured</b>	<ul style="list-style-type: none"> <li>Short-term funding for operations secured</li> </ul>	At least \$4million of supplementing donor funding per year until 2016	
	<ul style="list-style-type: none"> <li>Long-term sustainable financial model established</li> </ul>	Fee-based service delivery framework approved by 2015	Sufficient allocation from MoF provided
	<ul style="list-style-type: none"> <li>Training material and capacity building programme developed</li> </ul>	Application for CBRP submitted by 12/2014	
<b>Effective and efficient service provision</b>	<ul style="list-style-type: none"> <li>Systems and procedures analysis conducted</li> </ul>	Institutional analysis updated and refined by 06/2015	
	<ul style="list-style-type: none"> <li>Operational manuals (SOP) produced</li> </ul>	Available by 06/2015	
	<ul style="list-style-type: none"> <li>Institutional responsibilities expanded</li> </ul>	“City surveys and registration” to be fully institutionalized by 2018	
	<ul style="list-style-type: none"> <li>Diversification of ARAZI services</li> </ul>	3 new business lines by 2017	

<b>Information dissemination</b>	<ul style="list-style-type: none"> <li>Available customer information</li> </ul>	Regular. Sustainable public awareness and information dissemination campaign by 2018	Appropriate public awareness material (presentation, language, distribution)
	<ul style="list-style-type: none"> <li>Accessible inventory of digitised information</li> </ul>	Web-based information system for ARCP areas by 2015	
<b>Cadastre surveys and mapping functioning</b>	<ul style="list-style-type: none"> <li>Production of a simplified cadastre model</li> </ul>	Unified system established by 2016	
	<ul style="list-style-type: none"> <li>Demand-led registration</li> </ul>	Fully institutionalized and functional by 06/2016	
	<ul style="list-style-type: none"> <li>Pool of investment land available</li> </ul>	2500ha yearly until 2018	
	<ul style="list-style-type: none"> <li>Establishment of cadastral registration programmes</li> </ul>	Systematic programme to start in 2016	
<b>Programme priorities organized</b>	<ul style="list-style-type: none"> <li>Establishment of NRRCP Task Force</li> </ul>	Established by 09/2014	
	<ul style="list-style-type: none"> <li>Establishment of Land Clearance and Land Acquisition Task Force</li> </ul>	Established by 03/2014 Land acquisition law reviewed and revisions drafted by 06/2014	
	<ul style="list-style-type: none"> <li>Developing new procedures under the new land acquisition law</li> </ul>	Law enacted by 12/2015	
	<ul style="list-style-type: none"> <li>General legal review</li> </ul>	Overall legal land assessment available by 2018	
	<ul style="list-style-type: none"> <li>Regular review and update of strategic / operational plan</li> </ul>	Annually	Reports, Council meeting minutes

## **Roles and Responsibilities of the High Council of Land**

The proposed High Council of Land will provide the oversight and guidance to ARAZI's work. The High Council of Land, chaired by the Vice-President will in particular have the following roles and responsibilities:

- Discuss and approve ARAZI's Annual Work Plan and Budget (AWPB)
- Review progress in ARAZI achievements
- Discuss and endorse updates to ARAZI's Strategy and Operational Plan
- Discuss and approve changes in the ARAZI Tashkil
- Discuss and endorse legal drafts (laws) before they are submitted to Ministry of Justice
- Endorse regulations that will facilitate implementation of legal procedures
- Discuss and endorse changes in the Afghanistan Land Policy
- Advise on land disputes, land leases, important and contentious land issues

All members of the High Council of Land will declare any 'Conflict of Interest' in discussions and in particular in decision-taking and when voting.<sup>7</sup> Council members are required to declare any Conflicts of Interest, ahead of discussions, decision-taking, and voting. Declarations of Conflict of Interest will be noted in the Meeting minutes.

The High Council of Land will convene for meetings at least once a year to review progress and discuss ARAZI policy issues. Special meetings can be convened on request by Council members, endorsed and announced by the Chair. In exceptional cases, decisions can also be reached by other means of communication and voting, with written evidence provided.

The High Council of Land can assign sub-committees to the Council to deal with specific issues that concern particular interests.

All meetings will be announced in writing to all Council members at least 4 weeks ahead of any regular meeting. Meetings will be documented and minutes circulated for approval no later than 2 weeks after each Council or sub-committee meeting. Meeting minutes will include a list of attendees.

The proposed membership of the High Council of Land includes:

- Vice President,(Chairman of the High Council of Land);
- CEO of ARAZI;
- Minister of Economy;

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<sup>7</sup>*Conflicts of Interest* are defined in the Civil Code and refer particularly to decision on and conflict resolution or land allocation decision are concerned and where family members or business interests of Council members are involved.

- Minister of Justice;
- Minister of Agriculture, Irrigation and Livestock;
- Minister of Finance;
- Representative of Supreme Court;
- Representative of Parliament;
- Two leading civil society organizations.

In extraordinary cases, the main representatives can also be substituted by their designated substitutes.

The High Council of Land can decide on an expansion of membership to include other major government and non-governmental stakeholders for discussions on specific topics. Membership of additional institutions would be temporary or permanent and might carry the status of full members or observers.

The operational strategy to become a modern public land services institution of Independent Land Authority of Afghanistan including the original text, indicative timeframe, results framework and roles and responsibilities of the proposed High Council of Land is approved. This strategic plan is a binding and implementing document at all central and provincial offices of Independent Land Authority of Afghanistan.

Policy and planning directorate of Arazi is tasked to oversee the implementation process of this plan and share their findings as per the indicative time frame stipulated in this plan for continuation or required revision with the leadership of Independent Land Authority of Afghanistan and the proposed High Council of Land.

Jawad Peikar, CEO

Independent Land Authority of Afghanistan