

National Institutions Building Project



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FIRST QUARTER PROJECT PROGRESS REPORT 2012



UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT INFORMATION

Award ID:

00058898

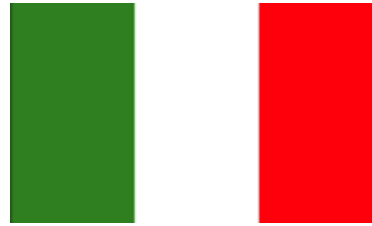
Duration: January 2010 – December 2015
Strategic Plan Component: Capacity Development, South-South Cooperation, Democratic Governance
CPAP Component: Strengthening Democratic Governance
ANDS Component: Governance, Rule of Law and Human Rights
Total Budget: USD 17,341,443
Responsible Agency: UNDP and IARCSC

Cover Photo: Capacity Development Officers of GDPDM interacting in a workshop organized by NIBP. Credit: NIBP

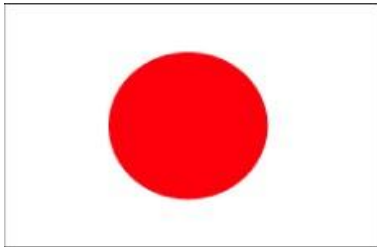
NIBP DONORS



India



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Australia



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Canada



UNDP

ACRONYMS

AAI	Airport Authority of India
ANDS	Afghanistan National Development Strategy
ATCs	Agriculture Technology Centers
AWP	Annual Work Plan
BCAS	Bureau of Civil Aviation and Security
CA	Capacity Assessment
CAP	Capacity for Afghan Public service
CCDA	Chief Capacity Development Advisor
CD	Capacity Development
CDA	Capacity Development Advisor
CDO	Capacity Development Officer
CDP	Capacity Development Plan
CTAP	Civilian Technical Assistance Plan
CSO	Central Statistic Organization
CSMD	Civil Service Management Department
DIM	Direct Implementation Modality
DAIL	Department of Agriculture Irrigation and Livestock
DGCA	Directorate General of Civil Aviation
DG	Director General
DMoYA	Deputy Ministry of Youth Affairs
FSAC	Food Security and Agriculture Cluster
GDPDM	General Director of Programs' Design and Management
GIRA	Government of Islamic Republic of Afghanistan
GOI	Government of India
IARCSC	Independent Administrative Reform and Civil Service commission
ICCD	Inter- Ministerial Commission for Capacity Development
MoE	Ministry of Education
MoEc	Ministry of Economics
MoFA	Ministry of Foreign Affairs
MoHE	Ministry of High Education
MoHRD	Ministry of Human Resource Development
MoLSAMD	Ministry of Labor, Social Affairs, Martyrs and Disabled
MoTCA	Ministry of Transport and Civil Aviation
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NPP	National Priority Program
NPM	National Project Manager
NIM	National Implementation Modality
NRVA	National Risk and Vulnerability Assessment
PAD	Provincial Affairs Department
PAD	Policy Analysis Development
PAR	Public Administrative Reform
PPP	Public Private Partnership
SJE	Social Justice and Empowerment
SWOT	Strength, Weakness, Opportunities, Threats
UN	United Nations
UNDP	United Nations Development Program
UNV	United Nations Volunteer

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I. EXECUTIVE SUMMARY

The first quarter of 2012 is mostly utilized in engaging beneficiaries of NIBP for understanding their CD needs/priorities, forecasting & planning process and mobilization of resources for the successful implementation of Capacity Development (CD) activities in the selected ministries/agencies of Government of Islamic Republic of Afghanistan (GoIRA). The Q1 is devoted in the preparatory process for recruitment of more advisory supports for additional ministries/agencies of GoIRA at the national and subnational levels for consolidating and strengthening the project in 2012 and 2013. In spite of the engagement with the planning process, NIBP witnessed significant progress in Q1 towards the achievement of the intended results/outputs/activities and consolidation of its approach for Capacity Development (CD) in Afghanistan.

Important results / Outputs / activities included:

- NIBP continued advisory services for capacity development in the (1) Ministry of Transport and Civil Aviation (MoTCA); (2) Ministry of Agriculture Irrigation and Livestock (MAIL); (3) Ministry of Education (MoE); (4) Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD); (5) Independent Administrative Reforms and Civil Services Commission (IARCSC); (6) Central Statistic Organization (CSO) and (7) Deputy Ministry of Youth Affairs at the national level and (8) Department of Agriculture Irrigation and Livestock (DAIL) in Mazar (8) DAIL in Herat and (9) Department of Labor, Social Affairs, Martyrs and Disabled (DoLSAMD) in Herat at the subnational level.
- NIBP assisted MoTCA in preparing comprehensive work plan to address critical organizational and institutional CD needs of the ministry related to aviation security, safety, airport development & modernization and maintenance of Millie Bus Enterprises.
- NIBP assisted the Ministry in developing roadmap for institutional capacity development of the aviation security. The roadmap included strategy for institutional and organizational capacity development of the Ministry in the area of civil aviation security at the airports of Afghanistan.
- NIBP assisted MoTCA in identifying another outsourced agency for providing security at Kabul airport by providing training on development of RFP and evaluation of proposals received for providing security services at the Kabul airport.
- NIBP assisted MoTCA in preparing the roadmap for the transport sector and revising the transport policy document which was prepared in 2010 in collaboration with the transport consultant of the US embassy.
- NIBP assisted DMoYA in conducting Youth Participatory Assessment.
- NIBP assisted DMoYA in development of Public Private Partnership (PPP) with signing of MoU with a private university, Asia Foundation and a media channel for youth development.
- NIBP supported the signing of the twining MOU for cooperation in the field of capacity development between Afghan Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD) and the Ministry of Social Justice and Empowerment (SJE) of India.
- NIBP assisted MoLSAMD in preparing the draft National Policy on Child Labor.



DG, GDPDM with CCDA of NIBP in a project planning meeting. © NIBP

- NIBP trained staff of CSO for preparing a comprehensive proposal for the next round of National Risk and Vulnerability Assessment (NRVA) Survey 2012-13 to be taken up throughout the 34 provinces of Afghanistan
- NIBP supported MAIL in the preparation of a major programme for the Development of Cooperatives in Afghanistan and in the area of Agriculture Extension.
- NIBP assisted MoE in preparation of a strategy paper on integration of sports and physical education in school curriculum as a part of raising quality of school education.
- Exposure visits of Afghan delegations from MoE, MoTCA and CSO to India were organized for visits to the institutes of the corresponding ministries of India resulting in strengthening the cooperation and enhanced transfer of knowledge.
- CD and advisory service support to General Directorate of Programs' Design and Management (GDPDM) of IARCSC for development of strategic planning to improve civil administration.
- CD support provided to Civil Service Management Department (CSMD) and M&E department of IARCSC to build their capacity to improve implementation of PAR and monitoring of the same. CD support also provided to the public relation and media section of IARCSC by developing TV programme and spots.



Afghan delegation from MoE and NIBP interacting with Indian official during a field visit to India © NIBP

The NIBP Annual Work Plan 2012 included Policy and Analysis Component which was later on moved to a new initiative of UNDP under the Policy Resource Centre. This report therefore only reflects the outputs under NIBP.

II. RESULTS

Output 1. Strengthening institutional and organizational capacity of select government entities

During Q1, NIBP continued to provide capacity development advisory services to the ((1) Ministry of Transport and Civil Aviation (MoTCA); (2) Ministry of Agriculture Irrigation and Livestock (MAIL); (3) Ministry of Education (MoE); (4) Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD); (5) Independent Administrative Reforms and Civil Services Commission (IARCSC); (6) Central Statistic Organization (CSO) and (7) Deputy Ministry of Youth Affairs at the central level and (8) Department of Agriculture Irrigation and Livestock (DAIL) in Mazar (8) DAIL in Herat and (9) Department of Labor, Social Affairs, Martyrs and Disabled (DoLSAMD) in Herat at the subnational level.

NIBP CDAs in the respective ministries/agencies started implementation of activities for the development of institutional and organizational capacity through building systems and processes, developing policies and strategies and transferring knowledge and skills to the national and subnational employees. Some of the important activities implemented by NIBP which helped ministries/agencies in building their institutional and organizational capacities are detailed below.

In MoTCA, NIBP assisted in preparing a comprehensive work plan to address critical organizational and institutional CD needs of the ministry related to aviation security, safety, airport development, and modernization and maintenance of Millie Bus Enterprises. NIBP assisted the Ministry in developing a roadmap for institutional capacity development of the aviation security department

of the Ministry. The roadmap included strategy for institutional and organizational capacity development of the Ministry in the area of civil aviation security at the airports of Afghanistan. NIBP further assisted the Ministry in the evaluation of proposals received for outsourcing security work of the Kabul airport and trained the staff of the Ministry in evaluating similar nature of proposals. As a result of this, MoTCA was able to provide continued security at the Kabul airport in spite of change of outsourced security agency without any interruption. In the transport sector,



HE Taimoorshah Eshaqzai Deputy Minister of Youth Affairs holding a meeting with stakeholders on conducting Youth Participatory Assessment in February 2012 © NIBP

NIBP assisted MoTCA in preparing the roadmap for the transport sector and revising the transport policy document which was prepared in 2010 in collaboration with the transport consultant of the US embassy. The roadmap of transport sector and transport policy is blue print for development of transport sector in Afghanistan for providing better transport service to the public. In addition, NIBP assisted the Ministry in development of in-house training facilities for the employees of Millie Bus Unit at Macro Ryan bud depot and organized for training for 70 Millie Bus Unit employees in Kabul on maintenance of Millie Buses in partnership with the financial

support of RM Asia and TATA.

NIBP is assisting DMoYA in conducting youth participatory assessments which has two objectives: a) collecting qualitative and quantitative data including research and analyses of youth situation in Afghanistan and b) helping develop evidence-based youth strategy and programmes on the priority needs of the youth.

NIBP assisted DMoYA in developing Public Private Partnerships (PPP) by advising senior management in negotiating with the partners, deciding contours of partnership, developing and finalizing MoUs. As a result of advising and on the job training by NIBP, DMoYA in the first quarter of 2012 signed three MoUs with Amir Alisher Nawai University, Group One channel, and the Asia Foundation. Amir Alisher Nawai University will provide free scholarships to 500 deserving students in subjects such as Civil Engineering, Political Science, Law and Computer Sciences. Group One channel will produce and broadcast television shows that provide Afghan youth hope based on the success of their peers by showcasing the growth that has occurred in the lives of other Afghan youth. In addition, Asia Foundation will donate 500 books on computer sciences and other subjects to libraries of 16 provinces for the youth to study. These books will improve their knowledge and help them to be successful in life.

NIBP trained staff of CSO and assisted them in preparing a comprehensive proposal for next round of National Risk and Vulnerability Assessment (NRVA) survey 2012-13 to be taken up throughout the 34 provinces of Afghanistan to collect household data aiming to know the vulnerability the Afghan people face in slipping into poverty and deprivation of different kinds. The unique feature of the forthcoming NRVA round is that it is being changed from project approach to programme approach, putting CSO in the driver's seat to steer the programme and take ownership, with minimal technical support from outside. In this framework of the NRVA, NIBP CDA has been assigned a critical role in delivering technical/statistical advice as a member of the Technical Advisory Committee to carry out the survey and in monitoring and evaluation of the



Deputy President General and Statistical Advisor of CSO are making a presentation to UNDP ©NIBP

programme as a member of the Steering Committee.

At the national level, NIBP supported MAIL in the development of a major programme for the Development of Cooperatives in Afghanistan and in the area of Agriculture Extension by putting together a concept note for the establishment of Agriculture Technology Centers (ATCs) on the line of Farm Science Centers in India. With the establishment of ATCs in Afghanistan, the transfer of Agriculture technology to the farmers will be accelerated. Based on the note, a pilot has been approved by the MAIL.

At the subnational level, in DAIL Herat, NIBP helped the staff in developing functional capacities which are useful for the institutional development of office. NIBP assisted DAIL Mazar in conducting a comprehensive Capacity Assessment (CA) and helped in preparation of Capacity Development Plan for sustained Capacity Development. NIBP also organized several class room and practical hands-on trainings on pollination techniques for Almonds and Apricots for farmers, students of Balkh University and staff of DAIL Mazar. This will result into better production of Almonds and Apricots.

NIBP's modality of "twinning arrangement" as a capacity development tool aims to develop the partnership between Afghan government ministries/agencies with the corresponding ministries/agencies of a regional national government for inter-governmental transfer of knowledge and skill under South-South cooperation. In Q1, NIBP increasingly recognized the effectiveness of 'twinning MoUs' and



NIBP facilitated hands-on training on pollination technique for Almonds and Apricots at Agriculture Research farm at Dehadi, Mazar © NIBP

continued to further enhance cooperation with Government of India under South-South cooperation. On 6 March 2012, Afghan MoLSAMD and the Indian Ministry of Social Justice and Empowerment signed the twinning MoU for cooperation in the area of Social Affairs and Disability. The present MoU will provide for Indian advisory services and assistance through the NIBP in the areas of developing national policy for people with disabilities, related legislations, schemes and programs and similar assistance for programs and policies dealing with old age people, drug addiction, and social protection of marginalized groups etc.

With this MoU, the number of total twinning MoUs signed between two countries has gone up to 10, which itself is an indicator of excellent support received for transfer of skill and knowledge to Afghan civil servants from India in the respective areas.

NIBP assisted MoLSAMD in preparing the draft National Policy on Child Labor. A consultation workshop on the draft national policy on child labor was organized on 17 January which was attended by around 20 directors and heads of offices. The final draft is now submitted to Deputy Minister for approval and further consultations with stakeholders. A paper on Governance issues relating to the National Priority Program (NPP) was prepared for the DM Labor and DG Policy and Planning. NIBP CDA has also been actively involved in the preparation of the Strategic Plan and NPP documents of MoLSAMD as a member of the drafting teams for both the documents. The assistance included



NIBP CDA organized a planning workshop for the staff of DoLSAMD, Herat © NIBP

drafting parts of the documents and donor negotiations and preparing responses to donor comments.

At the subnational level, NIBP continued to provide CD support to the staff of DoLSAMD, Herat by providing trainings on capacity assessment, proposal preparation, coordination, planning and M&E.

In addition to the NIBP support services to the above mentioned ministries / agencies, GDPDM also provided services of National Capacity Development Officers in (1) Ministry of Information and Culture (Information), (2) Ministry of Economy and (3) IARCSC. The services primarily included coaching and mentoring of counterpart staff in the respective ministries/agencies and working with them on day to day basis. GDPDM also provided services of eight National CDOs at the subnational level in the provinces of Herat (five), Balkh (two), and Nangarhar (one). These CDOs worked with the provincial department of the assigned ministry through the regional offices of the IARCSC and under the overall supervision and control of the Provincial Affairs Directorate (PAD) of IARCSC. The CDOs were involved in the implementation of CD activities under the overall frame work of sub-national PAR.

Important activities included:

- Conducted training on ANDS, planning, reporting for the staff of IARCSC office in Nangarhar.
- Assisted CSC office in amending the Capacity Development proposal and submitted to the relevant authority,
- Developed and submitted a proposal to HELP organization for re-opening of CD center in Herat. The proposal was approved with a two year budgetary support. The center will train civil servants of Herat province in Management, English and computer.
- Supported IARCSC regional offices in conducting merit based recruitment and pay & grading and performance appraisal of several staff.
- Provided coaching to civil servants in preparation of work plan and monitoring plan.
- Supported provincial Capacity Building Group in monitoring the implementation of the provincial Capacity Development Plan.
- Sent two officers from the regional DAIL Departments for the Flood Preparedness training conducted by the Food Security and Agriculture Cluster (FSAC) in Herat. This will significantly improve their capacity to deal with natural disasters which often plague communities in Herat.
- Conducted Capacity Assessment (CA) exercise at the Directorate of Agriculture, Irrigation & Livestock (DAIL), Balkh Province, Mazar. The CA revealed that staffs of DAIL need skills such as planning, managing, monitoring and budgeting. A training plan is being prepared to address the capacity needs of the staffs of DAIL.

The CD of national Capacity Development Officers (CDOs) working in the project is one of the important responsibilities of NIBP. These national CDOs will take the responsibilities of CDAs when the NIBP will come to an end. Therefore, training of CDOs is critical for future CD support to the ministries/agencies of GoIRA. Keeping this in mind, NIBP conceptualized and developed a training module for CDOs with internal resources. The entire NIBP team consisting of CCDA, CDAs and national staff worked under the leadership of DG, GDPDM and developed a training module for CD of national CDOs. The training module consisted of sessions on UNDP CD Approach, Leadership, M&E, Public Policy Formulation, Report Writing, Sub-national Governance, SWOT analysis, and Afghan Transition topics which would be developed and conducted by the CDAs. The training was organized in the month of April 2012 at GDPDM and will be discussed in detail in the next quarterly report.

In Q1, there was a considerable increase in transfer of knowledge and skill with a number of Afghan delegations visiting India to learn from the Indian experience and use these experiences in Afghanistan.

A team from MoE visited India in March 2012 on a study tour related to adult literacy. The team comprised of divisional heads of literacy department responsible for curriculum development, teacher's training, programming, planning and M&E. The delegation made field visits in Lucknow and Dehradun apart from having meetings and discussions with the Indian officials. The delegation learned about adult education from the Indian experiences and the Afghan side is now developing plans of promote adult education to replicate the experiences in the Afghan educational system. The visit of Afghan delegation to India was followed by a visit of Indian exerts from National Literacy Mission of India to Kabul in April 2012 to support the planning process and build the capacity of the literacy department of MoE.



Team from MoE visiting an adult literacy center at Kanpur, India

A delegation of CSO visited India from 16-20 January 2012 for GoC meeting to finalize the work plan under the twinning MoU signed between CSO and Ministry of Statistics and Programme Implementation in 2011. Under the work plan a series of trainings and workshops have been planned in 2012 to build the capacity of Afghan civil servants in the areas of statistical system improvement and policy advice. These trainings have been rolled out at the time of reporting for the transfer of skills and knowledge from Indian experts and systems.

A delegation from MoTCA visited India from 5-7 March 2012 for GoC meeting to finalize the work plan 2012 under twinning MoU signed between MoTCA, Afghanistan and Ministry of Civil Aviation, India in 2011. Apart from finalizing the work plan, the Afghan delegation had a series of critical meetings with Bureau of Civil Aviation and Security (BCAS), Directorate General of Civil Aviation (DGCA) and Airport Authority of India (AAI) and discussed improving civil aviation and security systems in Afghanistan. The visit facilitated exchange of technical expertise and experiences from the Indian system and finalization of the work plan 2012 under twinning MoU. The implementation of the work plan will further facilitate the exchange of knowledge between the two governments in the area of civil aviation.

NIBP further followed up on the visit of a delegation from MAIL to India in December 2011 regarding Private Sector Development. In this connection, a comprehensive plan for bilateral cooperation in different sectors of agriculture was prepared in consultation with all Directorates of MAIL and submitted to the Indian Embassy for support. The comprehensive plan addressed the two related issues of Private Sector Development (PSD) of agriculture, as well as capacity development in different sectors of agriculture, e.g. strengthening of policy framework for SME sector, institution building and transfer of Institutional models from India, exchange of best practices in SME sector, training and capacity development for SME sector and study of the model of "Khadi and Village Industries Commission" (KVIC), and develop a policy framework to attract private sector investment in food processing industries sector etc.

NIBP ensures that gender considerations are embedded in all assistance provided throughout all project activities and outputs. As a part of gender mainstreaming, NIBP has started working closely in partnership with UNDP Gender Equality Project. NIBP is working on the recruitment of a Gender Analyst for further embedding gender issues in the activities of the project which are pursued in the ministries/agencies of the GoIRA by CDAs. The gender analyst will further monitor

the activities of the project from a gender perspective and design suitable interventions to improve gender balance in various training programmes and workshops organized by NIBP.

1. FINANCIALS

During Q1, a total of USD **477,310** was spent for this output. For more details, please look at Annex 1 and Annex 2.

2. RISKS/ISSUES

RISKS:

Security of internationals: The security situation in Afghanistan continues to be a concern for personal safety of the international staff. NIBP CDAs are particularly vulnerable to incidents related to security violation, as they operate from the premises of the government ministries where they have little control over visitors. Moreover, the security operations in these offices are managed by the ministries and UNDP cannot impact it beyond ensuring basic security and safety norms in the room where the CDAs are located. As a mitigating strategy, the project plans to put in place measures to follow UNDP security guidelines and to be MOSS compliant in all its operations.

ISSUES:

Expansion of project activities at sub-national level: Convergence between similar NIBP projects dealing with capacity development at sub-national level is most crucial to avoid duplication of efforts and also to maximize the overall impact of CD efforts by building strong synergies between the national and sub-national levels. With sufficient resources in hand, NIBP is making solid efforts to expand the project at the subnational level. However, the deteriorating security situation at the subnational level in Afghanistan is a major issue for project in hiring consultants at the subnational level.

3. LESSONS LEARNED

The unique selling point of the project is that it creates a shared vision and a sense of belongingness amongst the stakeholders at every stage of the CD process so that it is internally-driven and internally-led. An important lesson learnt from the project is the need to differentiate NIBP from the other CD projects which are usually supply-driven. This needs to be advocated more effectively to give the project greater visibility.

The strength of NIBP lies in its approach of placing the services of experienced advisors within each ministry covered under the project, which gives it a better outreach to appreciate and understand the needs of the client, and to facilitate an internal process of capacity development within such ministries. However, the base built by CDAs often gets jeopardized when there is change of leadership at the top. Therefore, such eventualities need to be factored in while determining the project targets. Further, the level of responsiveness to the CD process may vary from ministry to ministry, which may result in varying degree of success. The project evaluation therefore needs to be sensitive to such ground realities.

4. FUTURE PLAN

New Implementation arrangement (Afghan Led Implementation): In 2012, a new implementation arrangement will be put in place to give complete leadership and ownership of the project to IARCSC. Although, the NIBP will remain a DIM project, the responsibility of decision

making for management and implementation of the project will be fully transferred to the Government with appointment of a National Project Manager.

Expansion of NIBP at subnational level: NIBP has already placed services of three international CDAs and eight national CDOs in Herat, Mazar and Jalalabad. In 2012, NIBP will expand its services in other T1 and T2 provinces which will undergo transition by 2014. NIBP has already received donor support to undertake CD activities at sub-national level. Efforts shall continue to mobilize greater resources to expand the presence of NIBP at the sub-national level during the coming years.

Diversification of sourcing of CDAs: With a view to expanding the activities of NIBP at the national and sub-national level, new CDAs would be recruited in the coming years. The sourcing of CDAs shall be diversified by extending the south-south cooperation modality to other regional countries.

Communications and advocacy: NIBP will continue its efforts to ensure greater visibility of NIBP's work and achievements by way of publicizing its activities and the difference it is making for good governance and better service delivery in Afghanistan through improved national institutions.

Below is a snapshot of where NIBP is in relation to its annual targets after Q1

Table 1: Q1 Progress on Annual Targets

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Comments
a. 9 CD plans prepared;	a. # of CD plans prepared - 13;	1	1	On-track
b. 140 civil servants trained in core functions;	b. # of civil servants trained in core functions - 450	100	125	On-track
c. 4 manuals / user guides prepared to bring about systems improvement;	c. # of manuals / user guides prepared to bring about systems improvement - 10;	1;	1	This will be taken up in Q2
d. 5 twinning arrangements in place	d. # of twinning arrangements in place - 10	1	1	On-track

Output 2: “Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC

The GDPDM is the lead department of IARCSC for undertaking institutional capacity development of Public Sector in Afghanistan. GDPDM is also the government counterpart of UNDP for implementing NIBP for institutional capacity development of Afghan ministries/agencies at the national and subnational level.

In Q1, important activities of NIBP’s support to GDPDM are presented below.

- In the efforts to diversify CD supports from other countries, NIBP provided technical assistance in the follow up of exposure visits to Azerbaijan and Poland. Reports, press releases, action plans and official letters were drafted, based on which the IARCSC can take further action to develop donor cooperation with both countries.
- NIBP provided technical assistance in the development of study/exposure visits for IARCSC leadership to Nepal. During the Mission, areas of cooperation were identified and lessons learned during the public administration reform process were shared.
- NIBP provided technical assistance in the development of study/exposure visits for IARCSC leadership to Singapore.
- NIBP provided support to the IARCSC in its collaborative efforts with the Ministry of Higher Education and donor partners to expand the dialogue on a Public Administration Higher Education Network aiming at improving public administration through higher education. A draft MOU between Donors, MoHE and IARCSC was developed through a consultative process.
- NIBP provided technical assistance to conduct a joint IARCSC/GIZ workshop on program design for technical assistance support to key ministries.
- NIBP assisted the IARCSC in initiating efforts to draft operations manuals for new programs to be launched for PAR in Afghanistan. A technical committee was formed to lead the process and NIBP will provide advisory support.
- NIBP continued its support to the IARCSC by continuing to facilitate donor coordination.
- A Whole of Commission presentation was prepared and presented at an ISAF HQ CivMil strategic partnership meeting. Through this outreach effort, areas of synergy for existing programs/projects supported by different donors were identified and recommendations made for possible harmonization.
- NIBP has provided extensive support, through facilitation and technical assistance in the IARCSC’s preparation of the NPP3 for JCMB endorsement and presentation at the Tokyo Conference. In Q1, the NPP3 had been fully redrafted to incorporate feedback received through extensive informal donor and GoIRA consultative sessions.
- NIBP Advisors provided support to the IARCSC-led Strategic Planning Process in the development of the Concept Notes for administration of civil services and coordinating efforts with stakeholders. The IARCSC has managed to make considerable progress in its IARCSC strategic planning process. At the end of February, 63% of the Strategic Planning work-plan had been completed.



- NIBP has supported IARCSC in areas of programs development, donor relation and coordination, strategic planning, and development of the NPP3.

1. FINANCIALS

During Q1, a total of USD 32,616 was spent for this output. For more details, please look at Annex 1 and Annex 2.

2. RISKS/ISSUES

RISKS:

Frequent changes in senior management in partner ministries / agencies: In the GoIRA ministries, frequent changes of the top leadership are a known phenomenon, which results in disruption of daily activities in the respected ministries / agencies. This is also a de- motivational factor to the government counterparts as change in the top brings change in the work areas. This is a perennial risk. The project addresses this by focusing its activities on overall organizational and systematic change management to reduce risks arising out of change of individuals and also by working with different hierarchical levels within the ministry to increase the spread and diversify the risk.

3. FUTURE PLAN

Leadership trainings for senior and middle management: One of the strong capacity needs of the senior and middle level management in the various ministries/agencies of the GoIRA is leadership training. NIBP has planned to train senior management of the level of Deputy Ministers at SAID Business School, Oxford University in the month of November 2012. The middle level management of the level of Director Generals and Directors will be trained at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussorie, India on leadership.

Diversification of Partnerships: Building upon the success of the South-South cooperation, the effort shall now be on (a) consolidating the existing activities and (b) diversifying the process by entering into similar twinning arrangements with other countries in the region.

Training of National CDOs: NIBP has planned to train national CDOs working in the project on important issues such as capacity assessment, change management, reporting, project management, M&E etc. The training will be organized in the second and third quarters of 2012.

III. ANNEXES

A. Annex 1: FINANCIAL TABLE

Donor	REVENUE			EXPENSES			BALANCE	Remarks
	Total Commitment (a)	Total Received (b)	Total Receivable c= (a-b)	Total Cumulative Expenses as of Dec-2011 (d)	Total Expenses (Jan-Mar 2012) e	Total Expenses f= d+e	Total Received minus Total Expenses g=(b-f)	
Australia	225,630	225,630	-	224,524	-	224,524	1,106	
CIDA	490,028	490,028	-	89,827	-	89,827	400,202	
Japan	7,000,000	7,000,000	-	1,982,902	444,250	2,427,152	4,572,848	
India	4,320,000	2,160,000	2,160,000	725,991	203,658	929,649	1,230,351	
Italy	1,233,046	1,233,046	-	805,649	62,099	867,748	365,298	
SDC	1,812,739	935,546	877,193	560,514	-	560,514	375,032	
UNDP	2,260,000	2,260,000	-	2,054,362	-	2,054,362	205,638	
Total	17,341,443	14,304,250	3,037,193	6,443,769	710,008	7,153,777	7,150,473	

i) Expenses reported for the first quarter of 2012 is provisional.

ii) Income received in currency other than USD is approximated to USD based on UN-Operational rate of exchange.

B. ANNEX 2: EXPENSES BY OUTPUT

Project Output	2012 Budget (AWP)	Total Expenses (Jan - Mar 2012)	Delivery Rate	Remarks
Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	6,338,786	446,084		
GMS	443,715	31,226		
Sub-total Output 1	6,782,502	477,310	7.04%	
Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	1,183,000	30,482		
GMS	82,810	2,134		
Sub-total Output 2	1,265,810	32,616	2.58%	
Output 3: (Project Management Unit)	942,000	186,992		
GMS	47,740	13,089		
Sub-total Output 3	989,740	200,082	20.22%	
Grand Total for All Activities	9,038,051	710,008	7.86%	

C. ANNEX 3: EXPENSES BY DONOR

Donor	Project Output	2012 Budget (AWP)	Total Expenses (Jan-Mar 2012)	Delivery Rate
India	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	2,270,500	190,335	
	<i>GMS</i>	158,935	13,323.45	
Sub-Total		2,429,435	203,658	8.38%
Italy	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	359,500	58,037	
	<i>GMS</i>	25,165	4,063	
Sub-Total		384,665	62,099	16.14%
Japan	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	2,963,786	197,713	
	Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	1,083,000	30,482	
	Output 3: (Project Management Unit)	682,000	186,992	
	<i>GMS</i>	331,015	29,063	
Sub-Total		5,059,801	444,250	8.78%

SDC	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	745,000	-	
	Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	100,000	-	
	<i>GMS</i>	<i>59,150</i>	-	
Sub-Total		904,150	-	0.00%
UNDP	Output 3: (Project Management Unit)	260,000	-	
Sub-Total		260,000	-	0.00%
Grand-Total		9,038,051	710,008	7.86%

D. ANNEX 4: ACTIVITY

Activity	Description of Result	Progress
<p>1.1 Institutional capacity of select government entities developed through provision of services of Capacity Development Advisors (CDAs) to provide coaching and advisory services for institutional strengthening, organizational reforms and skill development as well as tailor made senior level capacity development training courses.</p> <p>1.1.1 International Capacity Development Advisors assigned to 21 ministries and government institutions at the national and subnational levels to strengthen the capacity of the selected institutions in organizational and sectorial dimensions</p> <p>1.1.2 National Capacity Development Officers assigned to 21 ministries and government institutions at national and subnational level to support CDAs and government counterparts in building national capacity</p> <p>1.1.3 Senior GoIRA officials benefitted from customized CD training by a reputable institution.</p>	<p>Ten International Capacity Development Advisors (CDAs) deployed in the select ministries/agencies of GoIRA and recruitment process for hiring additional 11 CDAs is on-going for placing them at the national and subnational level. Process for hiring several short term advisors is also on-going.</p> <p>Twenty National Capacity Development Officers (CDOs) are deployed in the select ministries/agencies of GoIRA and recruitment process for additional five CDOs is on-going to be placed with CDAs in the ministries/agencies at the national and subnational levels.</p> <p>Proposal has been received from SAID Business School, Oxford University and is being examined. The training will is likely to</p>	<p>On-track</p> <p>On-track</p> <p>On-track</p>

Activity	Description of Result	Progress
<p>1.1.4 National expertise in CD at the operational level strengthened through special CD training for CD officers (Afghan Nationals)</p>	<p>take place in November/December 2012.</p> <p>The first training for CDO will take place in April 2012 and second in July 2012. All preparations for the first CDOs training were completed in the first quarter.</p>	
<p>1.2 Institutional and organizational capacity of MoTCA developed through Organizational and Sector based Capacity Development through twinning arrangements and partnerships.</p> <p>1.2.1 Short term International Advisors – 8 deployed for policy development and provision of sector based training and workshops for MoTCA.</p> <p>1.2.2 - Specialized sector-based trainings, workshops, on the job detachments & exposure visits conducted which includes; civil aviation, aviation security, threat management, flight operations, accident investigation, revenue collection, ATC, CNC, terminal operation & license management.</p> <p>1.2.3 - Specialized sector-based trainings, workshops, on the job detachment & exposure visits provided to strengthen the transport management including depot management, buses planning and maintenance.</p>	<p>Process for hiring short term international CDAs has been initiated under twinning MoU. NIBP coordinated with Government of India for GOC meeting held from 5-7 March 2012 at New Delhi to finalize the work plan under the twinning MoU.</p> <ul style="list-style-type: none"> • Assisted MoTCA in preparing a comprehensive work plan to address critical capacity needs of the ministry • Assisted MoTCA in preparation of a roadmap for transport sector and revised transport policy. • Assisted MoTCA in preparation of a detailed proposal for construction of an access airport in Jaghoiri district of Ghazni province • Assisted MoTCA in preparation of RFP and other necessary issues for construction of bus shelters 	<p>On-track</p> <p>On-track</p>

Activity	Description of Result	Progress
<p>1.2.4 - Organizational capacity development provided through trainings, on the job detachment and exposure visits for MoTCA key staff in common office management functions including skill development, leadership, audit, planning & change management.</p>	<ul style="list-style-type: none"> Assisted Ministry in organizing customized training programme and training infrastructure for the employees of Millie Bus Unit. Assisted MoTCA in preparation of a roadmap for civil aviation security in Afghanistan Assisted MoTCA in organizing 12 weeks customized training programme for 70 employees of the Millie Bus Unit in partnership with RM Asia and TATA Motors. Prepared a new Tashkeel for setting up Aviation Security Directorate and its Field offices in the Ministry 	
<p>1.3 Institutional and organizational capacity of MAIL developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership.</p> <p>1.3.1 Short term International Advisors – 9 deployed for provision of specialized policies, sector based trainings & workshops in the area of wheat, rice, saffron, AGMARK, fertilizers, soil science, horticulture and plant protection.</p> <p>1.3.2 – Specialized sector-based trainings, workshops on the job attachments & exposure visits conducted which includes: pest management, soil testing, dairy production, Para veterinarian, agro based industry, fertilizer, wheat,</p>	<p>Process for hiring short term international CDAs has been initiated under twinning MoU. NIBP coordinated with Ministry of Agriculture, Government of India for the GOC meeting to finalize the work plan under the twinning MoU. The approved work plan of the MAIL is shared with Ministry of Agriculture, Government of India</p> <ul style="list-style-type: none"> Supported MAIL in the development of a programme for the development of Cooperatives in Afghanistan. Supported MAIL in the area of Agriculture Extension by 	<p>On-track</p> <p>On-track</p>

Activity	Description of Result	Progress
<p>saffron, mushroom and efficient service delivery.</p> <p>1.3.3 – Organizational capacity development provided through trainings, on the job detachment and exposure visits for MAIL key staff in common office management functions including, skills development, leadership, audit, planning & change management.</p>	<p>putting together a concept note for the establishment of Agriculture Technology Centers (ATCs).</p> <ul style="list-style-type: none"> • A comprehensive plan for bilateral cooperation in different sectors of Agriculture with India was prepared in consultation with all Directorates of MAIL. • Supported the Chief of Staff Office to help organize the filing system in the Archives Section. • Supported the Forestry Directorate of MAIL in implementation of the Kunar Forestry Project. • Supported MAIL in administering Indian Scholarships for M.Sc./Ph.D. in Agriculture. • Implementing a Capacity Development Package for the Chief of Staff Office, as well as the HR Directorate in the form of a training plan focusing on English and Computer skills. <p><u>At subnational Level</u></p> <ul style="list-style-type: none"> • Provided coaching, mentoring to Planning Department in facilitating conduct of annual implementation plan, and prioritization of projects. Identified and prioritize plans and targets for the year. • Planned for stakeholder’s forum during the next quarter. • Gathered data instruments and reporting requirements to improve data-collection and reporting system in preparation for automation and establishment of agriculture information system. • Established linkages with agencies and organizations for partnership in conducting training courses to DAAL staff. 	

Activity	Description of Result	Progress
	<ul style="list-style-type: none"> Established linkage with Texas University for training of DAIL staff on use of laboratory equipment. Linkage with Italian Cooperation was also done for the English Training Courses which started during the month of March with 30 participants in attendance Drafted a proposed Training Needs Assessment process which was discussed with other advisers and some department heads. A competency-based assessment will be conducted in the next quarter. Training needs were identified and prioritized. 	
<p>1.4 Institutional and organizational capacity of MoED developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership</p> <p>1.4.1 - Short-term International Advisors - 10 deployed for provision of specialized policies, sector based trainings & workshops in the area of development of ICT policy, curriculum development, educational technology, open schooling policy, development of curriculum for adult literacy, teaching materials, vocational courses, monitoring and review, volunteerism.</p> <p>1.4.2 - Specialized sector-based trainings, workshops, on the job detachments & exposure visits conducted which includes; curriculum development, Islamic education, leadership of</p>	<p>Process for hiring short term international CDAs has been initiated under twinning MoU. NIBP coordinated with Ministry of HRD and obtained nominations of experts. The first short term advisor for developing open schooling policy will join the MoE shortly and other experts subsequently.</p> <p>NIBP assisted in visit of a team from MoE to India in March 2012 on a study tour related to adult literacy. The delegation made field visits in Lucknow and Dehradun apart from having</p>	<p>On-track</p> <p>On-track</p>

Activity	Description of Result	Progress
<p>head teachers, curriculum framework, curriculum development, ToT, ICT, audio visual programmes, educational planning</p> <p>1.4.3 - Organizational capacity development provided through trainings, on the job detachment and exposure visits for MoED key staff in common functions including, education MIS, performance management, general skills development</p>	<p>a meetings and discussions with the Indian officials. The delegation learned from the Indian experiences and is now developing plans to replicate the experiences in the Afghan educational system.</p> <ul style="list-style-type: none"> • Prepared a Strategy Paper on integration of Sport and Physical Education with School Curriculum as part of raising the quality of school education and achievement. • Prepared an Outline for curriculum development and content development for the introduction of Sport and Physical Education in School Curriculum. • Prepared a Strategy Paper on National Advocacy for promoting formal and non-formal Education. • Prepared a comprehensive set of guidelines on the Formulation of Strategic Plan and Result Framework Document for Performance Measurement and Evaluation. • Prepared an Approach paper on the project design and strategies for promotion of Adult Literacy and Skill Development. • Prepared a project proposal on community mobilisation, organisation and participation in education and peace building. • Prepared a project proposal on strengthening the Human Resource Development Directorate in the Ministry of Education. • Prepared training modules for capacity development officers on the subjects of team work, report writing, public policy formulation, strategic planning, performance 	<p>On-track</p>

Activity	Description of Result	Progress
<p>1.4.4 - Application of e-governance and communication support provided to the MoED for better networking and coordination</p>	<p>management and evaluation in government, result framework document, SWOT analysis, and public sector capacity development.</p> <ul style="list-style-type: none"> Prepared project proposal for donor funding to promote physical education and sport in school education. <p>No progress achieved</p>	<p>This will be taken in the second quarter</p>
<p>1.5 Institutional and organizational capacity of DMOYA developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership</p> <p>1.5.1 - Short-term International Advisors - 8 deployed for provision of specialized policies, sector based trainings & workshops in the area of youth participatory assessment , youth strategic planning , youth engagement framework protection of youth rights , alternative livelihood ,youth as peace advocates, volunteerism, coordination strategy</p> <p>1.5.2 - Specialized sector-based trainings, workshops, on the job detachments & exposure visits conducted which includes;</p>	<p>Process for hiring short term advisors for developing specialized policies/strategies have been initiated. The hiring of consultant for conducting youth assessment is almost completed.</p> <p>Process has been initiated for organizing international and domestic training for the staff of DMOYA and provincial youth</p>	<p>There no twinning MoU exists with India in the area of youth development.</p> <p>On-track</p>

Activity	Description of Result	Progress
<p>democratic leadership for youth, empowerment of young parliamentarians</p> <p>1.5.3 - Organizational capacity development provided through trainings, on the job detachment and exposure visits for DMOYA key staff in common functions including, CD, proposal writing, project management., skills development, general management.</p> <p>1.5.4 - Application of e-governance and communication support provided to the DMOYA for better networking and coordination</p>	<p>directorates. The training will start from June 2006. Attempts are being made to engage a youth institution in India to become a partner of DMOYA and help in organizing training and workshops for CD of the staff of DMOYA</p> <ul style="list-style-type: none"> • Assisted in conduct of Youth Participatory Assessment and mobilization of resources for the assessment • Assisted in development of Public Private Partnership for institutional strengthening and youth empowerment • Assisted in linking DMOYA with ILO Afghanistan for better youth employment opportunities • Assisted DMOYA in organizing Master Trainers Course on Physical Education in India • Supported PRR process of DMOYA <p>No progress achieved</p>	<p>On-track</p> <p>This will be taken in the second quarter.</p>
<p>1.6 Institutional and organizational capacity of MoIC developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership</p> <p>1.6.1 - Short-term International Advisors - 3 deployed for provision of specialized policies, sector based trainings & workshops in the area of Broadcasting Guidelines ,</p>	<p>No progress achieved in this activity</p>	<p>CDA working in the Ministry of Information and Culture has not reported back. Efforts are being made to call him back.</p>

Activity	Description of Result	Progress
<p>Monitoring Guideline , Info dissemination Strategy</p> <p>1.6.2 - Specialized sector-based trainings, workshops, on the job detachments & exposure visits conducted which includes; Broadcasting Engineering, Mass Communication, Production</p> <p>1.6.3 - Organizational capacity development provided through trainings, on the job detachment and exposure visits for MoIC key staff in common functions including, Leadership, Office management & change management</p> <p>1.6.4 - Application of e-governance and communication support provided to the MoIC for better networking and coordination</p>		
<p>1.7 Institutional and organizational capacity of MoLSAMD developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership</p> <p>1.7.1 Short term international Advisor – 2 deployed for provision of specialized policies in the areas of gender and overseas employment</p> <p>1.7.2 – Specialized sector based trainings, workshops, on the job detachments and exposure visits which include child</p>	<p>Process has been initiated for hiring short term advisor for developing policies under twinning MoU. NIBP is coordinating with National Labour Institute of India to bring the advisors on board by June/July 2012.</p> <p>Arrangement are being made to perform exposure visits and</p>	<p>On-track</p> <p>On-track</p>

Activity	Description of Result	Progress
<p>labor, market reforms and analysis etc.</p> <p>1.7.3 – Organizational Capacity development provided through trainings, on the job detachments and exposure visits of key staff in common functions like change management, coordination, skill development, team building, HRM, Proposal writing and M&E</p>	<p>specialized trainings in next three quarters of 2012</p> <p>Draft National Policy on Child Labor prepared and submitted to Ministry, work shop on Child Labor Policy held</p> <ul style="list-style-type: none"> • Assisted MoLSAMD in the meeting of NPP with DFID and Lead Donor at the British Embassy. • Assisted in drafting of the Strategic plan of MoLSAMD as part of the Drafting team • Assisted in drafting the National Priority Plan of MoLSAMD and also participated in donor consultations for the same • Organized five days training program on social protection sector strategy for social affairs department for 20 participants • Provided coaching on social protection strategy for staff of social affairs and kindergarten department • Prepared a concept note on the constitution of an Oversight Committee that will monitor and review donor related activities, capacity development and other progress of all directorates that come under the deputy ministry of labor affairs. • Co-conducted a UNESCO supported Training program on public policy formation with participants from different MoLSAMD departments and the Ministries of 	<p>On-track</p>

Activity	Description of Result	Progress
1.7.4 Capacity development support provided to regional offices at subnational level in sector based specialized training	<p>Education and Higher Education.</p> <ul style="list-style-type: none"> • Coached the CDOs on how to write success story articles • Organized coaching classes thrice a week on Time management for middle level officials. The classes were taken by CDOs. • A paper on Governance issues relating to the NPP was prepared for the DM Labor and DG Policy and Planning. • Conducted a 5 day training on monitoring and evaluation • Prepared the Afghan side for the Coordinators meet under the MoU for finalizing the Activity Work Plan • Assisted DoLSAMD to develop a three year vision aligned with the Ministry's Strategy. • Develop a detailed annual plan of DoLSAMD aligned with the 6th draft ministry Strategy. • Assist DoLSAMD to implement "Targeted Capacity Assessment using the UNDP Capacity Assessment model as part of the deployment of the UNDP Capacity Development Approach 	On-track
1.8 Institutional and organizational capacity of CSO developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	Work Plan 2012 for implementation of twinning MoU signed	On-track

Activity	Description of Result	Progress
<p>1.8.1 Specialized statistical trainings, workshops, on the job detachments and exposure visit conducted</p> <p>1.8.2 Organizational capacity development provided through on the job detachments and exposure visits for CSO key staff in common functions including change management, leadership and Human Resource Development (HRD)</p>	<p>between CSO, Afghanistan and Ministry of Statistics and Programme Implementation (MoSPI), Government of India, under NIBP/UNDP, was finalized in the Group of Coordinators (GoCs) meeting held in New Delhi during 16-20 January 2012. Six Customized Statistical Training Programmes for CSO/Afghanistan (CSPTA) were developed and incorporated in the Work Plan to be taken up during 2012. ToR for short-term visit of 5 Technical Experts from MoSPI to CSO prepared and submitted to UNDP CO for approval.</p> <ul style="list-style-type: none"> • Training needs assessment for all 394 employees posted in CSO HQ were completed • Conducted a learning session in CSO on “Effective National Statistical System – Experience of India” for 47 senior and middle management level. • Supported CSO in preparing a comprehensive proposal for next round of National Risk and Vulnerability Assessment (NRVA) survey 2012-13 to be taken up throughout the 34 provinces of Afghanistan from October 2012. • Capacity Development Plan (CDP) of CSO was revised and updated by NIBP. NIBP supported CSO in translating the CDP to Dari. • NIBP CDA supported CSO in deliberating and deciding the weighting procedure for estimating the population parameters of the NRVA sample survey 2011-12 for each of the 34 provinces 	

Activity	Description of Result	Progress
1.8.3 Application of e-governance and communications support to the CSO for better networking and coordination.	<ul style="list-style-type: none"> NIBP supported CSO in preparing briefs and presentation material on National Strategy for Development of Statistics (NSDS) in Afghanistan. A learning session on "Filing System and Archives" was conducted by NIBP for three days for 60 the staff members of CSO. <p>NIBP is continually supporting CSO in application of e-governance and dissemination of information through official website, improved both in content and quality.</p>	On-track
<p>2.1 Institutional Capacity Development of IARCSC ensured including ability to coordinate and support CD of GoIRA</p> <p>2.1: Leadership of the IARCSC in CD of GoIRA enabled through review of internal structure & delegation of respective responsibilities to a CD Unit to be established (currently GDPDM) with direct linkage to CSTTF implementation</p> <p>2.2: Capacity of the IARCSC strengthened for efficient administration of the civil service</p> <p>2.3: IARCSC's role reinforced as central coordinating body for</p>	<p>The consultant for developing proposal for establishment of CSTTF hired and he has submitted the proposal which is under examination.</p> <p>NIBP Advisors provided support to the IARCSC-led Strategic Planning Process in the development of the Concept Notes for efficient administration of civil services and coordinating efforts with stakeholders. The IARCSC has managed to make considerable progress in its IARCSC strategic planning process. At the end of February, 63% of the Strategic Planning work-plan had been completed.</p>	<p>On-track</p> <p>On-track</p> <p>Efforts will be made in the second quarter for</p>

Activity	Description of Result	Progress
<p>implementation of NIBP CDF</p> <p>2.4: IARCSC supported operationally in discharging respective functions</p>	<p>To ensure the leadership of NIBP remains in the government hand process for hiring National project Manager (NPM) is initiated. NPM will be onboard soon.</p>	<p>implementation of this activity</p>

E. ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
1	Political Uncertainty	January 2011	Political	Destabilization of operations due to instability in ministries/agencies	Use of gradual approach due to instability in ministries/agencies	UNDP CO Senior Management	Project Officer	Reducing
2	Security of International Staff	January 2011	Environmental	Violation of safety of project staff	Full compliance of all security and MOSS guidelines and operation in safe provinces	Project Manager	Project Officer	Increasing
3	NIBP positioning vis-à-vis other CD projects	January 2011	Strategic	Duplication and redundancies in ministries	Detailed and regular dialogue with CTAP + CD Plans and UNDP approach to CD presentation workshops to establish uniqueness of NIBP	Project Manager	Project Officer	Reducing

F. ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
ID	Type	Date Identified	Description & Comments	Status	Status Change Date	Author
1	Financial	January 2012	Resource Mobilization	High	March 2012	Chief CDA
2	Operational	April 2011	Coordination of project activities at sub national level	Medium	March 2012	CD Program Officer
3	Organizational	December 2011	Integrating NIBP office with government partner	Medium	March 2012	Operations Manager
4	Organizational	January 2012	Hiring of CDAs for Ministry of Commerce, Ministry of Public Health, Ministry of Counter Narcotics, Ministry of Foreign Affairs and other ministries	High	June 2012	Chief CDA
5	Operational	January 2012	Implementing new strategies for 2012	High	March 2012	Chief CDA

6	Organizational	April 2012	<ul style="list-style-type: none">- Pending status of clearance of the CDA for the Ministry of Information & Culture with Gol and pending activities in this ministry-Shift of CDA from Mazar at sub national level to the national level which requires a replacement	High	April 2012	CCDA and Operations Manager
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