



Empowering
Resilient People

National Institution Building Project



SECOND QUARTER PROJECT PROGRESS REPORT 2012

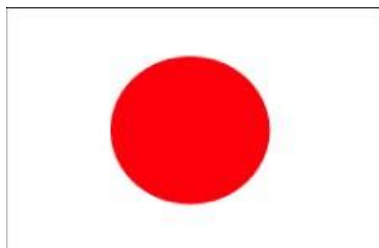
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Cover Photo: Delegation of the Ministry of Agriculture, Irrigation and Livestock in an exposure visit to Manila, Philippine – Credit: Aimal Feroz Zalland/UNDP

ACRONYMS

CD	Capacity Development
CDA	Capacity Development Advisor
CDO	Capacity Development Officer
CDP	Capacity Development Plan
CSO	Central Statistic Organization
DIM	Direct Implementation Modality
DAIL	Department of Agriculture Irrigation and Livestock
DMoYA	Deputy Ministry of Youth Affairs
EMIS	Education Management Information System
GDPDM	General Director of Programs' Design and Management
GM	Gender Mainstreaming
GoIRA	Government of Islamic Republic of Afghanistan
Gol	Government of India
IARCSC	Independent Administrative Reform and Civil Service Commission
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture (Government of India)
MoE	Ministry of Education
MoHRD	Ministry of Human Resource Development
MoLSAMD	Ministry of Labor, Social Affairs, Martyrs and Disabled
MoSPI	Ministry of Statistics and Programme Implementation (Gov't of India)
MoTCA	Ministry of Transport and Civil Aviation
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NIBP	National Institution Building Project
NIM	National Implementation Modality
NRVA	National Risk and Vulnerability Assessment
PAR	Public Administrative Reform
SWOT	Strength, Weakness, Opportunities, Threats
UN	United Nations
UNDP	United Nations Development Program

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I. EXECUTIVE SUMMARY

The second quarter (Q2) of 2012 was an active period for the National Institution Building Project (NIBP) to provide services to our Afghan government counterparts in both national and provincial levels in a wide array of fields such as agriculture, education, statistics, social services, information, aviation, and youth. NIBP provided essential advisory services to key ministerial positions, facilitated and supported the development of important institutional policies; and developed the capacity of men and women of the Afghan Civil Service.

To significantly enhance the agricultural sector in Afghanistan, NIBP supported the Ministry of Agriculture, Irrigation & Livestock (MAIL) to administer over 600 scholarships to universities in India over the next five years in the fields of Agriculture, Civil Service, and Forestry. Additionally, 30 key ministerial staff received advanced training in plant disease diagnosis, plant health management, and mushroom cultivation in India. At the provincial level, five heads of the agricultural department from Herat attended a transformative two-week training workshop in the Philippines on managerial skills in agriculture.

In Q2 NIBP has facilitated the twinning arrangement between Central Statistics Office (CSO) and Ministry of Statistics and Programme Implementation (MoSPI), India. To improve the delivery of education in Afghanistan, NIBP has initiated steps for a team of officials of the Ministry of Education (MoE) to go on an exposure trip to India to study education management in New Delhi. Simultaneously, to address child labour NIBP supported the Ministry of Labor & Social Affairs, Martyres and Disables (MoLSAMD) in formulating the National Policy on Child Labor. In the provincial department of Herat, DoLSAMD staff received training from NIBP in e-Governance, monitoring and evaluation, and networking and linkages, which had the intended effect of significantly increased ownership of department activities by sub-national staff. NIBP also contributed to the development of the Security Aviation Department Structure within the Ministry of Transport and Civil Aviation (MoTCA). To strengthen the General Director of Programs' Design and Management, NIBP strengthened the capacity of the Monitoring & Evaluation team.

NIBP continues to encourage and support ministerial efforts at gender mainstreaming (GM). Within MoLSAMD, gender mainstreaming has been successful in strengthening the capacity of both women and men through a series of training workshops to improve individual capacity of over 200 civil servants; of which twenty-four percent of the participants were women. In MoTCA, NIBP conducted training workshops for over 100 civil servants, 22 percent of whom were women. Additionally, NIBP supported the Deputy Ministry of Youth Affairs (DMoYA) which conducted a groundbreaking event this quarter: DMoYA hosted the first three-day Youth Civil Society conference in Kabul; over 300 youth attended, which included 140 girls. To support women in the Eastern Region, NIBP provided regularly scheduled basic management skills training to 25 young women through the Independent Administrative Reform and Civil Service Commission (IARCSC); and through IARCSC in the Northern Region, NIBP conducted a project management workshop for 27 women who are leaders of Village Councils in Balkh province.

II. RESULTS

A. Output 1: Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and system improvement through coaching and advisory services to improve service delivery and to support Public Administrative Reform (PAR) objective



Procurement Workshop at Ministry of Labor and Social Affairs- Lecture Mr. Khalid from UNDP CO
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Public Administrative Reform (PAR) in Afghanistan emphasizes the need to build a capable civil service, managed according to formal rules and practices, and employed in well-structured line organizations at both central and sub-national levels in three fields: Judiciary, Civil Society and Media. NIBP's outputs are in line with meeting PAR objectives for improved governance and service delivery. During Q2, NIBP continued to provide capacity development advisory and training services at the national (ministerial) and sub-national (departmental) levels. Ministries in which NIBP is engaged at the national level include:

- Ministry of Agriculture, Irrigation & Livestock;
- Ministry of Education;
- Ministry of Labor, Social Affairs, Martyrs and Disabled;
- Central Statistics Office;
- Ministry of Transport and Civil Aviation; and
- Ministry of Youth Affairs

Subnational partnerships are with the Department of Agriculture, Irrigation & Livestock (DAIL) in the provinces of Bamyan and Herat; and in the Department of Labor, Social Affairs, Martyrs and Disabled (DoLSAMD) in the province of Herat.

NIBP CDAs in their respective ministries/departments implemented activities in Q2 for the development of institutional and organizational capacity by building systems and processes; aiding in the development of policies and strategies; and transferring knowledge and skills to the national and sub-national employees.

Ministry of Agriculture, Irrigation & Livestock (MAIL)

- Department of Agriculture, Irrigation & Livestock (DAIL)
 - Bamyan
 - Herat



Figure 2: MAIL participants along with the NIBP CDA on regional training of Quality Control
© Khushwant Sethi/UNDP

NIBP's capacity development (CD) at MAIL is based on the priorities of MAIL, and has strong linkages with the National Priority Program. Moreover, the interventions are specifically designed for strategically important areas deemed critical for the development of the agriculture sector in Afghanistan. These areas include Agriculture Extension, Plant Protection, Animal Husbandry, Dairy Technology and Mushroom Cultivation.

In a targeted intervention to enhance the agricultural sector potential throughout Afghanistan, thirty civil servants received training in Plant Disease Diagnosis, Plant Health Management, and Mushroom Cultivation at related institutions in India. The training strengthens not only the institutional knowledge of MAIL, but will prove to be a practical and reliable resource for farmers. Also, in collaboration with the HR Department of the Ministry, the Afghan Capacity Development Officer (CDO) provided basic skills courses in English and computer skills twice a week with ten participants each.

The most notable achievements of NIBP in MAIL include organizing the Group of Coordinators meeting at the Indian Ministry of Agriculture (MoA) in Delhi. The Group of Coordinators comprises of representatives of MAIL, the MoA, GoI and the CDA of NIBP. With an aim to strengthen the capacity of MAIL, in April, 2012, an agreement on several Capacity Development (CD) activities to strengthen the institutional and organizational capacity of MAIL in Q3 and Q4 was finalized.

Additionally, the meeting provided participants an opportunity to get a first-hand feel of the institutional structure and functioning of MoA with an opportunity for experience sharing and comparison to MAIL. The representatives also visited and held discussions with senior officials of the Wheat Research Institute and the National Dairy Research Institute, and participated in an exposure visit of these two institutes to review state-of-the-art technology in the respective fields.

Another significant accomplishment was NIBP's support of MAIL to administer scholarships for Afghan civil servants to attend Bachelors / Masters / Ph.D. programmes in India in the fields of Agriculture, Civil Service, and Forestry. In total, 614 fellowships will be awarded to MAIL civil servants from 2012 to 2017. This achievement alone is expected to significantly boost CD in the agriculture sector in Afghanistan. No minimum quota has been set aside for women applicants due to cultural restrictions on women traveling and living abroad.

Notably, gender mainstreaming (GM) in the agriculture field is difficult due to the low number of university educated women entering the sector. Secondly, for female civil servants within MAIL, cultural restrictions enforced by family members severely inhibit many women from participating in opportunities to travel abroad for workshops, engage in regional training programs or access international educational opportunities. The existing imbalance is recognized at the highest levels of the ministry, but admittedly change is slow to come.

DAIL BAMYAN

As a new provincial partner for NIBP, the assigned CDA arrived in Bamyan in June 2012. The initial outputs of the CDA are centered on assessing the capacity of DAIL at the organizational, institutional and individual level to improve service delivery and to support PAR objectives. Based on discussions with key officials of DAIL and other development donor partners who work on agriculture discipline in the Central Highlands Region of Bamyan, preliminary steps include the design of comprehensive training programs, as well as coordinating planned exposure visits to India with counterparts from Herat, Mazar, and MAIL. These will serve as mitigating measures to fill the gap on the low capacity of DAIL.

DAIL HERAT

During Q2 a lot of focus was placed on the CD of five (male) Department Heads, which included the Provincial Director of DAIL in Herat Province. CD centered on improving managerial skills in agriculture development planning, strategy identification, agriculture extension strategies, research and technology transfer. To support the CD of DAIL officers, NIBP sponsored a training workshop in the Philippines from 29 May to 11 June, 2012, which was combined with exposure visits to select technical agriculture agencies. As an immediate result of the training



DAIL/MAIL in a study tour at Manila, Philippines
© Aimal Zalland/UNDP

and exposure visits to selected technical agriculture agencies in the Philippines, the following projects and CD interventions were proposed by the participants:

- Enhancing research focused on the improvement of agricultural productivity in Herat. Plans and activities will focus on technology development and technology dissemination to farmers and other stakeholders.
- Improving rice and wheat production by establishing gene banks and breeding of varieties which are pest and drought resistant. Projects will focus on seed collection, storage, breeding and dissemination; and supported by parallel enhancement of technical staff capacities in water management, seed collection, storage, breeding and management.
- Technical training on agriculture research.
- Provision of assistance in researching possibilities for aquaculture development in Herat and other provinces.

- Provision of assistance in terms of conducting research on post-harvest processing, facilities, and minimizing production losses.
- Improvement of DAIL's capacity in livestock management, breeding, health and value-added products.

Additionally, the visit provided an opportunity for DAIL officers to seek linkages with other agencies to improve DAIL's long-term service delivery. Linkages initially established during the exposure visit included the Central Luzon State University, Philippine Rice Research Institute, International Rice Research Institute, and the University of the Philippines (Los Banos). These linkages need to be strengthened with a more formal Memorandum of Understanding (MoU) between NIBP and MAIL-DAIL for collaborative undertakings in the areas of agricultural research, technology development and sharing, skills transfer, and the provision of scholarship grants to MAIL technical staff in both agriculture undergraduate and post-graduate studies in the Philippines. These collaborative activities with the support of NIBP will greatly enhance the capacity of MAIL, and DAIL-Herat specifically in providing service delivery to thousands of farmers in the respective regions. Pursuing these linkages will enable DAIL Herat to become a center of agricultural technology development and research for the Western Region.

Unfortunately, strategies for GM are not clearly defined in the Annual Work Plan; nor has the definition of GM made clear in project documents. An additional obstacle at the provincial level is that women are primarily employed in administrative and secretarial positions; not in decision-making or leadership positions.

Ministry of Education (MoE)

In Q2, NIBP reassigned a CDA to the MoE, who has since advised the Chief of Staff on the implementation of activities identified within the India Cooperation Projects. The Group of Coordinators was held in February 2012 and areas identified for cooperation between the two Governments are:

- Literacy Development;
- Teacher Education;
- General Education, which includes Open Schooling, Curriculum Development, use of ICT in schools, Integration of Sports & Physical Education in schools;
- Technical & Vocational Education and Training; and
- Educational Planning and Administration which includes development of Educational Management Information System (EMIS).



Figure 3: Senior Management of Ministry of Education in a consultation workshop on open schooling

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The India Cooperation Projects will build the capacity of the staff of MoE by organizing customized training workshops for teachers in leading Indian Institutions which will enhance their professional skills and knowledge with the most appropriate, applicable

and up-to-date methodologies with the intended effect of improving classroom education.

Additionally, in the second quarter high level official delegations of the Ministry of Human Resource Development (MoHRD), Gol, visited Afghanistan to conduct a diagnostic study on Literacy Development and Open Schooling to develop specific interventions that could be supported by the Gol to develop the capacity of MoE staff.

Furthermore, the NIBP CDA initiated the process for sending a team of MoE officials for an exposure trip to India to study the EMIS in New Delhi. EMIS is a management tool designed to collect and analyze data necessary to improve planning, resource allocation, monitoring, policy formation and decision-making in the Education Sector and is utilized in state education programs globally.

Lastly, NIBP initiated the process to send a team of Physical Education teachers for training at Laxmi Bai National University for Physical Education in Gwalior, India. In an effort to improve vocational and technical education, NIBP invited the Chairman of the All India Council for Technical Education to Afghanistan for a meeting with his counterparts in Afghanistan to advise them about CD in this vital sector.

Ministry of Labor & Social Affairs, Martyres and Disables (MoLSAMD)

- Department of Labor & Social Affairs, Martyres and Disables (DoLSAMD)
 - Herat

MoLSAMD

Throughout Q2, NIBP has been involved in preparing the draft National Policy on Child Labor; finalizing of the ministry's Strategic Plan; advising senior management on the draft of the National Priority Program; finalizing training programs for Q3 and Q4; engaging in negotiations for additional external customized trainings in reputed Institutions like Oxford and ITC, Turin; and coordinating with the Gol to facilitate measures in assisting the

Afghan Government to develop its capacity in policy formulation. Additionally, the Ministry has established a committee for stakeholder consultations on the National Labor Policy in which NIBP has been made a member, along with the Director General of Labor and two more senior officials. These outputs and achievements positively contribute to the overall objective of facilitating the process for MoLSAMD to develop a sound policy framework foundation and build a motivated, efficient and knowledgeable team of officials capable of improved service delivery.

Gender sensitization is also essential to NIBP activities within the Ministry. For example, the selection of trainees for the first training program of the year consisted of 30 trainees, of which seven were women. During this training the participants were taught the principles of leadership, HR management, labor market dynamics, project formulation,



Figure 4: Deputy Minister, Finance and Administration of MoLSAMD, Mr. Samimullah Sultani opening the Procurement training workshop © Aimal Zalland/UNDP

and monitoring and evaluation. Although GM has been an ongoing challenge, NIBP has made an effort to increase women's participation in workshops held within the Ministry for civil servants.

MoLSAMD Civil Servant Workshops

No	Subjects	Participants	Female	Percentage of Female participants
1	Office Management	28	15	53%
2	Leadership Techniques tools	12	1	8%
3	Social Protection Sector Strategy	32	15	46.8%
4	Child Labor Policy	15	4	26%
5	Public Policy formulation	35	12	34%
6	Monitory and Evaluation	22	3	13.5
7	Project Cycle Management	40	2	5%
8	Procurement	33	1	3%
	Total	217	53	24.4%

DoLSAMD HERAT

Q2 was the start of the implementation of the Capacity Development Work Plan for 2012. Initial efforts commenced on three interventions to enhance organizational capacity: E-Governance, Monitoring and Evaluation, and Networking and Linkages. To follow-up on this effort, a workshop was held to develop individual capacity for proposal writing amongst staff. As a result, ownership of activities by sub-national staff increased and CDA/CDO involvement has significantly shifted from line functionaries to process facilitators; and from capacity replacement to capacity development.

Additionally, the 1st Regional Coordination Conference for the Western Region was planned and successfully conducted with NIBP funding and assistance. The conference gathered DoLSAMD Directors, staff and their counterparts from the provinces of Herat, Ghor, Nimroz, Badghis, and Farah in the Western Region. NIBP used this learning opportunity to strengthen the capacity DoLSAMD Herat management and staff on networking, linkages and events management.

Central Statistics Organization (CSO)

In Q2, NIBP provided coaching and advisory services to CSO for institutional strengthening, organizational reform and skill development as well as tailor made senior level CD training courses in CSO.

NIBP provided advisory services in two Steering Committee meetings of NRVA and contributed to the monitoring of the progress of NRVA 2011-12 survey and compilation and release of its first Quarterly Report. Working closely with the CSO Senior management, including President General and Deputy President General, NIBP prepared a draft



Figure 5: NIBP CDA and CDO conducting a learning session on 'Stress Management' for senior and middle management level officers of CSO on 29 May 2012
© Dr. Prafulla Chandra Mishra/UNDP

proposal for the next two rounds of the NRVA survey, namely NRVA 2012-13 and NRVA 2013-14. All these efforts have had a formidable impact on CSO's institutional capacity to design, organize and manage household surveys on its own throughout Afghanistan, with minimal technical/financial support from NIBP.



Figure 6: Deputy President General of CSO, Afghanistan is interacting with the Honorable Minister of Statistics and Programme Implementation, Government of India. © Dr. Prafulla Chandra Mishra/UNDP

Additionally, NIBP conducted two learning sessions on 'Conflict Management' and 'Stress Management' for the senior and middle management of CSO. The President General and 82 senior officials actively participated in both sessions and voiced their appreciation of the topics relative to the post-conflict work environment of Afghanistan, and within CSO specifically. In

another learning session on 'Principles of Management' conducted by NIBP, 25 middle management level officials of CSO participated. Female participation was negligible.

NIBP facilitated the exposure visit of the CSO delegation headed by its Deputy President General (2 male and 1 female) for one week to Ministry of Statistics and Programme Implementation (MoSPI), India to strengthen the twinning partnership under South-to-South cooperation. NIBP also coordinated all activities for short-term visits of five Indian Experts in five priority sectors and organizing six customized statistical training programme for CSO/Afghanistan (CSTPA) under the Twinning Work Plan 2012.

The six CSTPA are:

- CSTPA-1: National Accounts and Price Statistics
- CSTPA-2: Data Analysis and Report Writing using Statistical Software
- CSTPA-3: Economic Statistics
- CSTPA-4: Demographic and Social Statistics including Gender Statistics
- CSTPA-5: Planning and Designing of Sample Surveys
- CSTPA-6: Data Processing and Tabulation using unit level data

The 1st CSTPA is going to be held from 23 July to 3 August, 2012, in New Delhi for ten participants

Ministry of Transport and Civil Aviation (MoTCA)

Within MoTCA, one of NIBP's primary Q2 outputs was to support the development of the Security Aviation Department Structure in the Ministry which is essential to meet International Civil Aviation Organization standards and a requirement for the upcoming transition from ISAF / NATO forces. Additionally, NIBP coached MoTCA staff in drawing up

proposals for the development of Kunduz and Joghori airports, enabling staff to create future proposals independently. NIBP also assisted in the development of a Risk Assessment Form to assess the current health, safety and security issues risks faced by employees. To facilitate internal communications within the Ministry, NIBP assisted in creating the communication framework for the Employee Relations Department. NIBP conducted training workshops for men and women within the Ministry in the following fields:

MoTCA Civil Servant Workshops

No	Subjects	Participants	Female	Percentage of Female participants
1	Human Resource Management	12	2	16.7%
2	Rule of Law (Civil Servant Law, Code of conduct and etc.)	65	16	24.6%
3	Office Management	20	2	10%
4	Risk Management	3	2	67%
5	Communication Skills	4	2	50%
6	Database development	4	0	0
	Total	108	24	22.2%

Deputy Ministry of Youth Affairs (DMoYA)

This quarter marked another milestone for the DMoYA / NIBP partnership. With assistance from NIBP, the Ministry successfully designed and mobilized resources to organize and host the first Youth Civil Society conference held from 24-26 June, 2012, in Kabul where more than 300 youth including 140 girls participated. The conference integrated youth with civil societies and provided them an opportunity to actively participate in decision making in support of the Public Administrative Reform (PAR) objective.

Within Deputy Ministry of Youth Affairs (DMoYA) and with an aim to improve operations, the institutional and organizational capacity was strengthened through daily coaching and mentoring of staff in planning, budgeting, managing projects, and monitoring and evaluation. Secondly, a series of training sessions by the NIBP CDA and CDOs for four female and eight male staff on Programme and Policy, and Communication Divisions resulted in two proposals on youth volunteerism in community services, such as cleaning parks and hospitals. Lastly, NIBP supported DMoYA in developing a comprehensive paper on the "Situation of Youth in Afghanistan" for the Tokyo Conference.

To improve ministerial service to youth, NIBP also provided organizational support to DMoYA for the training of 23 youth volunteers including six girls at Laxmibai National University of Physical Education on Physical Education with the objective to transform lives of thousands of boys and girls through organized sports and physical education. The trained volunteers are now sharing their experiences with girls and boys in their localities and promoting the culture of sports for social wellbeing.

Last of all, NIBP continued its support in conducting Youth Participatory Assessment which is a major initiative for supporting the Deputy Ministry of Youth Affairs to develop evidence-based youth programmes on the priority needs of the youth and mobilize resources for successful implementation in the later part of 2012.

Table 1 NIBP in relation to its annual targets after Q2

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Comments	
1. 9 CD plans prepared;	1. # of CD plans prepared - 13;	0	0	On-track	
2. 140 civil servants trained in core functions;	2. # of civil servants trained in core functions - 450	100	484 (17% women)	Training of civil servants in Q2 is on track and above expected Total MAIL: 30 DAIL-Herat: 5 MoLSAMD: 217 MoTCA: 108 DMoYA: 15 CSO: 109	Note: AWP does not set a quota for the training of women. # of women 0 0 53 24 5 1
3. 4 manuals / user guides prepared to bring about systems improvement;	3. # of manuals / user guides prepared to bring about systems improvement - 10	0	0	On-track	
4. 5 twinning arrangements in place	4. # of twinning arrangements in place - 10	3	3	On-track	

1. FINANCIALS

During Q2, a total of USD 583,156 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 on 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. The project strives to put in place measures to follow UNDP security guidelines and to be MOSS compliant in all its operations.

- **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.

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. The process for hiring additional CDAs for the subnational level is in progress. To counter overlapping efforts, we are taking the cluster approach and working with other UNDP and UN agencies in areas where NIBP is present.

- **Varying levels of Gender Mainstreaming accomplished by NIBP between the ministries**

Firstly, the Annual Work Plan (AWP) has no definition of GM, or a GM strategy. Secondly, there is no standardization for service delivery nor formal training in GM has been given to CDAs or CDOs and who hold their own, unchallenged gender-based views. Therefore, the term GM is loosely interpreted as the inclusion of women throughout this report. In some cases, it was not GM at all, but workshops exclusively for women rather than an effort to integrate a gender component.

In some sectors, the inclusion of women is taking hold, while in other sectors there is much to be desired. For example, there are more university educated women in education and within social sector ministries such as MoLSAMD where GM efforts can take a foothold. In

other fields such as agriculture, there are few women entering this field and this is reflected in the ministry. As a result, most women within the ministry or provincial departments are in secretarial or administrative roles, not in leadership or decision-making positions.

- **The existing Monitoring and Evaluation System**

Under the current system, an absence of SMART and objectively verifiable indicators, as well as a clear means of verification complicates efforts for monitoring and evaluating NIBP. Following a Q3 Mid-term Evaluation, there will be a project revision to incorporate indicators that more adequately reflect successes and shortcomings of the project.

3. LESSONS LEARNED

- **Increased focus on the sub-national level**

A unique feature of NIBP is its spread from the national to the sub-national level. So far there has been more emphasis at the national level, which has yielded encouraging results. While the NIBP services at the national level should continue, greater efforts need to be made to increase the project's outreach at the sub-national level. This would involve vertical integration within the project at the national and sub-national levels, and horizontal integration with other UNDP projects and programmes at the sub-national level.

- **Integration of gender into CD**

Lastly, upon review of current gender mainstreaming efforts, there is a need to gender-sensitize and train NIBP CDAs and CDOs on GM in order to ensure gender mainstreaming efforts are understood and strategies developed and integrated into future work plans.

4. FUTURE PLAN

Expansion of NIBP at subnational level: As per donor request, NIBP will take measures to expand sub-national services in Q3 and Q4. Provinces in which NIBP expansion will be explored include, but are not limited to be Bamyan, Kandahar and Ghazni.

Diversification of Partnerships: Building upon the success of the South-South cooperation, the nations of Switzerland, South Korea, Poland, Italy, Turkey, Nepal, Azerbaijan, Singapore, Uzbekistan and Kazakhstan all have expressed interest in contributing either financial or human resources through twinning arrangements, and / or exposure visits and training workshops in support of parallel ministries. Efforts are in (a) consolidating the existing activities and (b) diversifying the process by entering into similar twinning arrangements with other countries in the region.

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 quarters. NIBP aims to diversify the sourcing of CDAs 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.

Introduction of a Gender Specialist within NIBP: In an effort to incorporate gender mainstreaming into NIBP, a Gender Specialist has been selected and contracted to begin work within NIBP in early Q3.

Project Revision: Following a Q3 Mid-term Evaluation, there will be a project revision to more adequately reflect the needs of project partners and to incorporate SMART and objectively verifiable indicators that more adequately reflect successes and shortcomings of the project.

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

The General Director of Programs' Design and Management (GDPDM) is the lead department of Independent Administrative Reform and Civil Service Commission (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 sub-national level. Provincial level activities take place in Nangarhar and Mazar.

Administrative Reform and Civil Service Commission (IARCSC)

- IARCSC Eastern Region – Jalalabad
- IARCSC Northern Region - Mazar e sharif

In Q2, NIBP assisted GDPDM in preparing the Technical Capacity Assessment Report; and built up the capacity of the M&E team by creating a system for proofreading and finalizing reports to ensure consistency in documentation with a

format for creating checklists for graphs, tables, headers and footers and content, mentioning the correct format for font, alignment, positioning and size. The checklist also carries the name of the document, the proofreader and the dates for future records; is scalable and adaptable enough to be used for any future written documents produced by GDPDM; and can easily be transferred to future projects.

NIBP also assessed the HR and Finance systems at GDPDM, which is handling the monitoring and evaluation of the Management Capacity Program. In consultation with the GDPGM Management, NIBP conducted a workshop on MS Excel 2010 for 20 participants (3 female; 17 male) and was closely followed up with one-on-one sessions on how to better manage the databases for current employees regarding payroll, leave and HR information; as well as maintaining a database on eligibility of successful and unsuccessful employment candidates.

IARCSC Eastern Region – Jalalabad

In Q2, NIBP conducted workshops for staff on time management and change management, including staff members from Nooristan province. Staff also received training on the Afghanistan National Development Strategy; and a workshop on project planning was provided to the Civil Service Commission (CSC) Director and heads of sections.



Figure 7: IARCSC senior management meeting with Azerbaijan CSC management © Sultan Hajiyev/UNDP



Figure 8: NIBP CDO is training Civil Servants of Nangarhar on ANDS and MDGS © Zemarai Babori/UNDP

In support of Institutional Development, NIBP assisted the CSC in enhancing communication channels and reporting between Head Quarters and provincial offices, facilitated the proposal to resume operations at the training center, organized civil service exams for Nangarhar, Laghman, Kunar and Nooristan provinces; and followed up on the recommended changes suggested by the Internal Audit.

NIBP supported development efforts within the Eastern Region by assisting in the development of a Training Needs

Assessment for regional civil service organizations. NIBP also joined the local PRT team in Jalalabad to fund and revive the training center in Nangarhar province; and supported the Independent Directorate of Local Governance (IDLG) of Nangarhar in their efforts to development the capacity of civil service organizations.

To develop the capacity of local government, NIBP conducted training workshop for civil service employees in collaboration with other departments. Those include an awareness session on appointment procedures with the staff of the Anti-Corruption Office; a two-day workshop on CSC standard planning, reporting and performances appraisal forms for 29 staff from university and Mine Directorates of Nangarhar province; and a five-day workshop in Laghman province on CSC planning and reporting procedures, appointment procedures, management, SWOT analysis, MDGs and ANDs, and objective setting for 79 participants. Additionally, NIBP conducted regular training courses in basic management skills to 25 young women who are recent graduates. In an effort to follow up on the internal audit, coaching will focus on improved staff performance. The following activities were carried out to strengthen the institutional and organizational capacity development of staff through coaching and skill development in the eastern region as specified in Output 2.

IARCSC Eastern Regional Civil Servant Workshops:

No	Subjects	Participants	Female	Percentage of Female participants
1	Time management, change management, ANDS, Planning; goal setting, anticipated outcome and assumptions	6	1	16.6%
2	Planning; MDG/ANDS, Objective setting techniques, anticipated outcome setting and assumption, Reporting, Reporting, Appraisal performances	101	0	0
3	Appealing / Appointment procedures, Basic of management, SWOT Analysis, Introduction of Strategy and Policy,	79	0	0
4	Basic Management Skills	25	25	100%
Total		186	1	12.3%

IARCSC Northern Region - Mazar e sharif

NIBP conducted a training program for 27 women in Project Management with the objective of developing their knowledge level to encourage local Community-Based projects. It was conducted in collaboration with the Women’s Affairs Directorate of Balkh province, with financial support from the UNDP Gender Section. The participants are leaders of Village Councils in Balkh province which were established to support CD of village women through training programs by offering technical skills.

An additional output this quarter was to develop a CDP for the Directorate of DAIL of Balkh province, at the organizational, institutional and individual level. A survey was conducted in 14 departments of the Directorate inside the city and in four Districts Agricultural Service Departments. The CDP was developed based on the analysis identifying institutional gaps, organizational challenges, and CD needs at all three levels.

Table 2 NIBP in relation to its annual targets after Q2

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Comments
1. Capacity of GDPDM strengthened for effective management of programs of IARCSC	1. Capacity of GDPDM strengthened for effective management of programs of IARCSC - continued support	1. Short Term International Advisors and national capacity development officers for sustainable capacity development	1. Short-term consultant hired for effective management of programs of IARCSC	On-track

1. FINANCIALS

During Q2, a total of USD 139,137 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 on 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. The project strives to put in place measures to follow UNDP security guidelines and to be MOSS compliant in all its operations.

▪ **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.

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. The process for hiring additional CDAs for the subnational level is in progress. To counter overlapping efforts, we are taking the cluster approach and working with other UNDP and UN agencies in areas where NIBP is present.

▪ **Varying levels of Gender Mainstreaming accomplished by NIBP between the ministries**

Firstly, the Annual Work Plan (AWP) has no definition of GM, or a GM strategy. Secondly, there is no standardization for service delivery nor formal training in GM has been given to CDAs or CDOs and who hold their own, unchallenged gender-based views. Therefore, the term GM is loosely interpreted as the inclusion of women throughout this report. In some cases, it was not GM at all, but workshops exclusively for women rather than an effort to integrate a gender component.

▪ **The existing Monitoring and Evaluation System**

Under the current system, an absence of SMART and objectively verifiable indicators, as well as a clear means of verification complicates efforts for monitoring and evaluating NIBP. Following a Q3 Mid-term Evaluation, there will be a project revision to incorporate indicators that more adequately reflect successes and shortcomings of the project.

3. FUTURE PLAN

GDPDM will continue to assume the coordinating role for CDAs and CDOs within the various ministries under the NIBP. GDPDM will also to continue to provide technical backstopping on policy formulation and planning of capacity development activities. Deliberated effort will be placed on mainstreaming gender into GDPDM's policy formulation strategies.

III. ANNEXES

ANNEX 1: FINANCIAL TABLE

Donor	REVENUE					EXPENSES AND COMMITMENTS				BALANCE	Remarks
	Commitment (a)	Total Received (b)	Total Receivable c=(a-b)	Carry Over (d)	Total Resources e (b+d)	Cumulative Expenses as of March 2012 (f)	Total Expenses (Apr - Jun 2012) (g)	Commitments (h)	Total Expenses & Commitments i = (f + g+h)	Balance j=(e-i)	
Australia	225,630	225,630	-	-	225,630	224,524	-		224,524	1,106	
CIDA	490,028	490,028	-	-	490,028	89,827	-		89,827	400,202	Note: iv
India	4,320,000	3,240,000	1,080,000	-	3,240,000	929,599	217,625		1,147,224	2,092,776	
Italy	1,233,046	1,233,046	-	-	1,233,046	866,609	26,653		893,262	339,784	
Japan	2,000,000	2,000,000	-	-	2,000,000	1,982,913			1,982,913	17,087	Note: v
	5,000,000	5,000,000			5,000,000	444,250	605,402		1,049,653	3,950,347	
Switzerland (SDC)	1,812,739	1,486,814	325,925	-	1,486,814	560,510	16,223		576,733	910,081	
UNDP	2,260,000	2,260,000	-	-	2,260,000	2,054,362	13,138		2,067,500	192,500	
Grand Total	17,341,443	15,935,518	1,405,925	-	15,935,518	7,152,593	879,042	-	8,031,635	7,903,883	

Note:

i) Cumulative expenses as of march 2012 is actual (column f)

ii) Expenses reported for the accounting period of April to June 2012 is provisional.

iii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

iv) The CIDA US dollar 400K un-spent balance will move to MBAW project.

v) The agreemnt expired in Dec 2011 the unspent balance either return or will be re-programmed upon GOJ approval.

Annex 2: Expenses by Outputs

Project Output	2012 Budget (AWP)	Expenses as (Apr-Jun 2012)	Cumulative expenses (Jan-Jun 2012)	Delivery Rate	Remarks
Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	5,850,055	545,005	991,090		
General Management Service (GMS) Fee (7%)	409,504	38,150	69,376		
Sub-total Output 1	6,259,559	583,156	1,060,466	17%	
Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	1,533,000	130,034	160,517		
General Management Service (GMS) Fee (7%)	107,310	9,102	11,236		
Sub-total Output 2	1,640,310	139,137	171,753	10%	
Output 3: (Project Management Unit)	1,145,584	147,354	334,346		
General Management Service (GMS) Fee (7%)	61,281	9,395	22,484.60		
Sub-total Output 3	1,206,865	156,749	356,831	30%	
Grand Total	9,106,734	879,042	1,589,050	17%	

ANNEX 3: EXPENDITURES BY DONOR

Donor	Project Output	2012 Budget (AWP)	Expenses as (Apr-Jun 2012)	Cumulative expenses (Jan-Jun 2012)	Balance	Delivery Rates
India	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	2,349,589	203,388	393,723	1,955,866	
	General Management Service (GMS) Fee (7%)	164,471	14,237	27,561	136,911	
Sub-Total		2,514,060	217,625	421,284	2,092,776	17%
Italy	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	400,501	24,910	82,946	317,555	
	General Management Service (GMS) Fee (7%)	28,035	1,744	5,806	22,229	
Sub-Total		428,536	26,653	88,752	339,784	21%
Japan	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	2,354,977	301,546	499,258	1,855,719	
	Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	1,433,000	130,034	160,517	1,272,483	
	Output 3: (Project Management Unit)	885,584	134,216	321,209	564,375	
	General Management Service (GMS) Fee (7%)	326,439	39,606	68,669	257,770	
Sub-Total		5,000,000	605,402	1,049,653	3,950,348	21%
Switzerland (SDC)	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	744,988	15,162	15,162	729,826	
	Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	100,000	-	-	100,000	
	General Management Service (GMS) Fee (7%)	59,149	1,061	1,061	58,088	
Sub-Total		904,137	16,223	16,223	87,914	2%
UNDP	Output 3: (Project Management Unit)	260,000	13,138	13,138	246,862	
Sub-Total		260,000	13,138	13,138	246,862	5%
Grand Total		,106,734	879,042	1,589,050	7,517,684	17%

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>Advisory services provided by CDA in CSO in various sectors like NRVA, SRF, MICS, ASMIS, etc. for institutional strengthening and skill development</p> <p>Coaching services provided by NIBP CDA and CDO on 'Conflict Management', 'Stress Management' and 'Principles of Management' for 107 senior and middle management level officers of CSO</p>	<p>On-track</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>The assigned CDA was recalled to India by the Department of Personnel and Training, Gol. Efforts are being made to facilitate the CDA's return or replacement with Gol.</p>	<p>Delayed</p>
<p>1.3 Institutional and organizational capacity of MAIL developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership.</p>	<p>Approval given for one short term advisor.</p> <p>DAIL - Herat, five MAIL Department Heads participated in a training combined with exposure visit to Philippines on agriculture development strategies, extension approaches, research and development to improve capacities in planning, change management and service delivery. Also, five women were recruited in middle management position in DAIL-HERAT as part of the change management program and improving gender equality.</p>	<p>On-track</p>
<p>1.4 Institutional and organizational capacity of MoED developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership</p>	<p>One short term consultant has been appointed to prepare a feasibility report for establishment of Open Schooling in Afghanistan. She will work for a period of 48 days from 11th July 2012 to 10th September 2012. She will visit Afghanistan in two spells i.e. from 13th July to 25th July 2012 and from 7th August 2012 to 21st August 2012.</p> <p>The following specialized sector specific trainings, workshops and exposure visits were conducted:</p>	<p>On-track</p>

Activity	Description of Result	Progress
	<p>(a) Visit of a delegation of officials from the Ministry of Education in March - April to study the Adult Literacy programmes being implemented by the Govt. of India , Ministry of Human Resource Development (MHRD)</p> <p>(b) Visit of a delegation from the Govt. of India to Kabul between April 3rd to April 8th , 2012 to study the feasibility of establishment of Open Schooling in India</p> <p>(c) Visit of a delegation from the Govt. of India to Kabul 13th - 17th April, 2012, to provide advisory support to strengthen the literacy development programme in Afghanistan.</p>	
1.5 Institutional and organizational capacity of DMOYA developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	<p>Twinning MoU between Ministry of Information and Culture, Government of Afghanistan, and Ministry of Youth Affairs and Sports, Government of Afghanistan will be hopefully signed in the month of July 2012. Once MoU will be signed between the two ministries eight international advisers will be hired for developing policies and strategies.</p> <p>Preparation for organizing trainings is proceeding well. The training will be organized at Rajiv Gandhi National Institute of Youth Development in India during third quarter of 2012.</p>	On-track
1.6 Institutional and organizational capacity of MoIC developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	There is not much progress achieved here because the CDA working in the Ministry of Information and Culture has not reported back. Efforts are being made to call him back.	Delayed
1.7 Institutional and organizational capacity of MoLSAMD developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	<p>One training program in progress June, 2012 in India</p> <p>Government of India has selected two experts. Awaiting official nomination. In place of gender the expert will draft national labor policy with focus on gender mainstreaming as desired by the ministry. Stakeholder consultations have started.</p>	On-track

Activity	Description of Result	Progress
	One workshop on procurement has been conducted on 30 June 2012	
1.8 Institutional and organizational capacity of CSO developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	<p>NIBP facilitated exposure visit of CSO delegation headed by its Deputy President General for one week to India. NIBP CDA is coordinating all activities for short-term visit of 5 Indian Experts in five priority sectors and organizing 6 customized statistical training programme for CSO/Afghanistan (CSTPA) under the twinning Work Plan 2012. 1st CSTPA is going to be held from 23 July to 3 Aug 2012 in New Delhi for 10 participants.</p> <p>NIBP CDA supported CSO in preparation of the draft Report on National Statistical System of Afghanistan, based on the visits of the CSO-NIBP-DFID joint Team to 15 line Ministries to assess the capacity of their statistical units and develop an Afghanistan Statistical Management Information System (ASMIS) for better networking, coordination and dissemination of official statistics.</p>	On-track
2.1 Institutional Capacity Development of IARCSC ensured including ability to coordinate and support CD of GoIRA	Leads and supports CD, as well as coordinate it in the region.	On-track

ANNEX 5: 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 the country and disruption of work of ministries/agencies	Use of gradual approach due to instability in ministries/agencies	UNDP CO Senior Management	Project Officer	Decreasing
2	Security of International Staff	January 2011	Environmental	Violation of safety of project staff. This risk is further aggravated by the nature of the project and increasing Indian component of NIBP	Full compliance of all security and MOSS guidelines; special attention to the needs of CDAs placed in the Government ministries; adequate transportation arrangements; 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	Decreasing

ANNEX 6: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	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	Harmonizing NIBP activities with the anchor government partner	Medium	March 2012	Operations Manager
4	Organizational	January 2012	Hiring of CDAs for the new recipient institutions	High	June 2012	Chief CDA
6	Organizational	April 2012	- Pending status of clearance of the CDA for the Ministry of Information & Culture with GoI 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