

# NATIONAL INSTITUTION BUILDING PROJECT



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## THIRD QUARTER PROJECT PROGRESS REPORT 2012



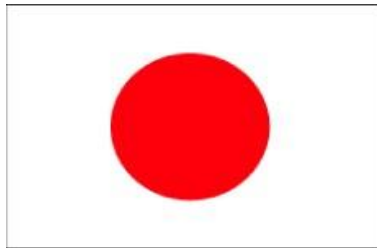
## DONORS



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## PROJECT INFORMATION

<b>Project ID:</b>	00058898
<b>Duration:</b>	January 2010 - December 2013
<b>Strategic Plan Component:</b>	National Ownership, Capacity Development, South-South Cooperation, Democratic Governance
<b>CPAP Component:</b>	Strengthening Democratic Governance
<b>ANDS Component:</b>	Governance, Rule of Law, and Human Rights
<b>Total Budget:</b>	USD 17,341,443
<b>Responsible Agency:</b>	UNDP & IARCSC

## ACRONYMS

ANDS	Afghanistan National Development Strategy
AWP	Annual Work Plan
CD	Capacity Development
CDA	Capacity Development Advisor
CDO	Capacity Development Officer
CSTPA	Customized Statistical Training Programmes for CSO/Afghanistan
CSO	Central Statistic Organization
DAIL	Department of Agriculture Irrigation and Livestock
DIM	Direct Implementation Modality
DMoYA	Deputy Ministry of Youth Affairs
DoLSAMD	Department of Labor, Social Affairs, Martyrs and Disabled
EMIS	Education Management Information System
GDP	Gross Domestic Product
GDPDM	General Director of Programs' Design and Management
GDPP	General Directorate of Planning and Policy
GEP	Gender Equality Project (UNDP)
GM	Gender Mainstreaming
GoIRA	Government of Islamic Republic of Afghanistan
GoI	Government of India
IAA	Indian Aviation Authorities (Government of India)
IARCSC	Independent Administrative Reform and Civil Service Commission
ISAF	International Security Assistance Force
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture, Irrigation & Livestock
MoA	Ministry of Agriculture (Government of India)
MoEc	Ministry of Economy
MoEd	Ministry of Education
MoHE	Ministry of Higher 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
NATO	North Atlantic Treaty Organization
NIBP	National Institution Building Project
NIM	National Implementation Modality
NPP	National Priority Program
NRVA	National Risk and Vulnerability Assessment
PAR	Public Administrative Reform
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme

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## I. EXECUTIVE SUMMARY

For the National Institution Building Project (NIBP), the third quarter (Q3) of 2012 proved to be a zenith of project activities designed to benefit our Afghan government counterparts at both national and provincial levels in a range of fields such as agriculture, economics, education, statistics, aviation, youth, labour and social services. As part of NIBP's broader strategy, core functions of the project included supporting an "enabling environment" through organizational capacity development at the ministerial level; organizational development designed to improve the service delivery of line ministries; and a concerted effort on the individual capacity development of the Afghan civil servants.

To enhance institutional, organizational and individual capacities of the Afghan civil service in Q3, NIBP supported training programs and workshops for civil servants locally and regionally in several practical and advanced fields designed to fill gaps in relevant capacities identified in Q1 and implemented throughout the year. Most notably in Q3, ministerial officers and provincial departmental heads have participated in NIBP-designed exposure visits to leading institutions abroad through South-to-South governmental collaboration agreements which have led to increased organizational capacity as well as significant improvements in policy development and local implementation. Cumulative efforts of NIBP throughout 2012 have directly contributed to the National Priority Program (NPP); brought about a cohesive strategy and policy designed to promote saffron as a high value crop, and a viable alternative to poppy cultivation; and facilitated the National Policy on Child Labor.

Building on the ground gained in previous quarters, this quarter NIBP hired several regional and technical experts to conduct feasibility studies and workshops. These specialists explored viable possibilities for the Ministry of Education (MoEd) to increase educational and income generating opportunities for Afghans through Open Schooling, Literacy, Technical & Vocational Education & Training (TVET), and Teacher Education; conducted workshops to strengthen the capacity of Officers in the Ministry of Agriculture, Irrigation & Livestock (MAIL) in plant health and animal breeding; supported improvements in statistical data collection and analysis for the Central Statistics Organization (CSO); and assisted in the development of emigration policies for the Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD).

Within MAIL and MoLSAMD, NIBP has pioneered the One-Ministry Approach to effectively bridge the national – sub-national government divide. The aim is to facilitate seamless integration, coordination and communication between the center and periphery to ensure that ministerial strategies and operational plans are coherent, consistent and aligned with prevailing policy imperatives including the Afghanistan National Development Strategy (ANDS) and National Priority Program (NPP) at the provincial level. From the periphery, the One-Ministry Approach supports the integration of input and feedback from the provinces to influence policy and national strategy development disseminating from the center. Reflected in Q3, the cumulative efforts of NIBP directly contribute to the development of national policies incorporating input and recognition from provincial departments, and improved service delivery by LMs.

## 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

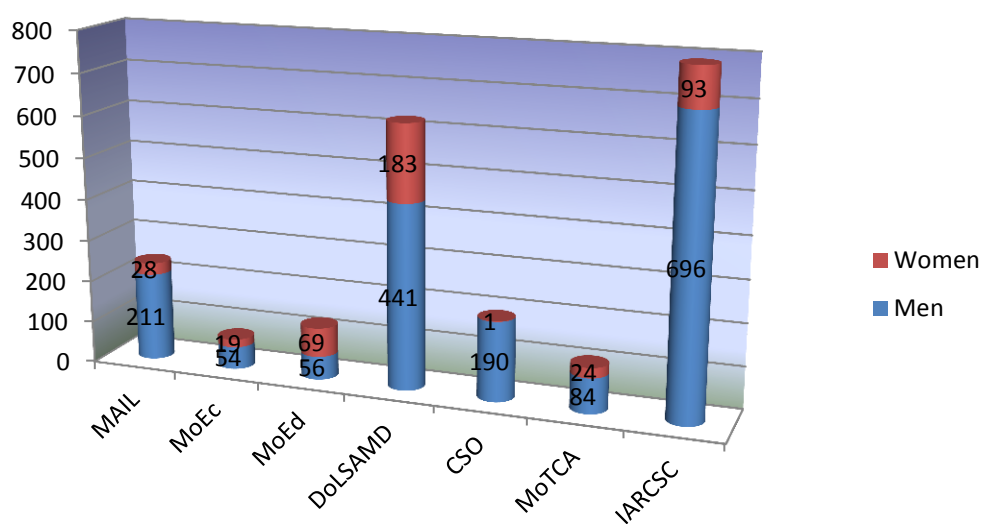
Public Administrative Reform (PAR) in Afghanistan emphasizes the need to build a capable civil service, managed according to formal rules and practices, and employed in well-structured line organizations at both central and sub-national levels in three fields: judiciary, civil society and media. NIBP's outputs are in line with meeting PAR objectives for improved governance and service delivery. During Q3, 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 Economy;
- 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

Sub-national partnerships are with the Department of Agriculture, Irrigation & Livestock (DAIL) in the provinces of Bamyan, Herat and Balkh (Mazar-e-Sherif); and the Department of Labor, Social Affairs, Martyrs and Disabled (DoLSAMD) in the province of Herat. With Capacity Development Officer (CDO) placements, NIBP also has a presence in the Department of Economics and the Department of Education in Herat.

NIBP Capacity Development Advisors (CDAs) in their respective ministries/departments implemented activities in Q3 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.

**Afghan Civil Servants in NIBP Workshops, Training Programmes and Exposure Visits in Q2/3**



## Ministry of Agriculture, Irrigation & Livestock (MAIL)

- Department of Agriculture, Irrigation & Livestock (DAIL)
  - Bamyan
  - Herat
  - Balkh (Mazar-e-Sherif)

NIBP continued to support MAIL in administering over 150 Indian Scholarships for Agriculture for Afghan Civil Servants, to include post-graduate programs as well as bachelor and post graduate degrees. Additionally, as part of the Technical Advisors Team of the Ministry, NIBP provided capacity support to help review the new programme on Integrated Food Security Phase Classification and also help review the new laws related to pesticides regulation in Afghanistan.



**Figure 1: A Regional Farm Mechanization expert explains the advantages and advances of mechanization to ministerial and provincial MAIL Officials. © Khushwant Sethi/UNDP**

As planned in the first quarter, Q3 was very active in expert consultancies and training programs both at the central level, and in trainings inclusive of senior officials from the provinces. Q3 began with two short-term trainings for provincial and ministerial Plant Protection Officers in Plant Health Management and Plant Quarantine at the National Institute of Plant Health Management, Hyderabad, India under the Twinning MoU with the Ministry of Agriculture, Government of India. Additional training workshops include one four-day workshop on the subject of Animal Breeding; a four-day workshop on Nematology (Plant Protection); and Farm Mechanization. Substantially, an expert in saffron supported MAIL in drawing up sectorial strategies for the high-return crop to be introduced as a viable alternative to opium poppy production.

These trainings were organized by NIBP in order to address strategically important capacity gaps in technical areas identified by the Ministry. Specifically, Nematology is a new science under plant protection and until now Plant Protection Officers have had little capacity in this area. Considering Nematodes adversely affect crops in a wide array of Afghanistan's produce, understanding Nematology is essential to recognize a Nematode outbreak and undertake remedial measures locally. In support this effort, NIBP hired a regional expert in Nematology from India to conduct a four-day workshop in Kabul for 30 MAIL Plant Protection



**Figure 2: Plant Protection Officers of MAIL receive detailed analytical training from a Nematology expert at Badam Bagh, Kabul, Afghanistan © Khushwant Sethi/UNDP**

Officers most of whom were from outlying provinces. The workshop introduced the biological and theoretical basis, followed by practical fieldwork employing strategies for Nematode disease diagnosis and isolation.

Farm Mechanization is another means to address the technological gap identified by MAIL as an intervention for the agricultural sector. Through training and regional exposure visits on the implementation of Farm Mechanization facilitated by NIBP, MAIL has effectively developed a national strategy for mechanization of agriculture in order to improve farm productivity in Afghanistan.

## NIBP Civil Servant Workshops, Training Programmes and Exposure Visits

No	Subjects	Location of Training	Participants	Female Participants	Percentage of Female participants
1	Plant Health Management	Hyderabad, India	10 Plant Protection Officers	1	10 %
2	Plant Quarantine	Hyderabad, India	10 Plant Protection Officers	0	0 %
3	Animal Breeding	Kabul	30 Officers	0	0 %
4	Nematology (Plant Protection)	Kabul	30 Plant Protection Officers	1	3 %
5	Farm Mechanization (Agriculture Extension)	Hisar, India	10 MAIL Officers	0	0 %
6	10-day Agricultural Study Tour and Exposure Visit	Hisar, India	15 in total: 6 from MAIL, Kabul; 6 from Bamyan; 2 from Mazar; and 1 from Herat	0	0%
<b>Total</b>			<b>105</b>	<b>2</b>	<b>2%</b>

In support of MAIL efforts at the provincial levels, NIBP coordinated a ten-day Agricultural Study Tour and Exposure Visit to Hisar, India. This regional study was implemented to provide participants an understanding of advances in agricultural mechanization, sheep rearing and breeding, buffalo breeding, organic farming, and the cultivation of vegetables and cereals at Hisar Agriculture University. The lessons learned here have strengthened a common understanding and commitment to MAILs national strategies and contributed to the shared vision of development in the agricultural sector. The outcome from these workshops, training programmes and exposure visits in Q3 are expected to be similar to saffron trainings in the previous quarters of 2012.

### The Process of Developing an Effective Policy on Saffron

In Q1 and Q2, NIBP supported MAIL for CD in the area of saffron cultivation, providing capacity support for formulating the National Saffron Policy and supporting CD by organizing short-term training on saffron production and processing, and involving key civil servants from relevant provinces. The result of these NIBP interventions have yielded significant and notable results, as MAIL has been able to formulate a five-year plan for saffron development and obtain the initial funding of USD 2 million for saffron development. Significantly, MAIL has utilized the beneficiaries of NIBP training in saffron as resource persons to support and organize further trainings on saffron in the provinces. Subsequently, NIBP interventions in the area of saffron are a success story for the Ministry. Similarly, the present interventions of NIBP in the areas of Animal Husbandry, Plant Protection and Agriculture Extension are also expected to yield similar results in the coming year.

As reflected above, a key component of the CD strategy pioneered by NIBP and employed in MAIL has been the **“One - Ministry Approach”**. Under this approach, NIBP works to establish strong linkages through the CD initiatives, between the central ministries at the national level and the departments at the sub-national level. This approach incorporates earmarking of significant portions of funds for CD interventions in the provinces, while at the same time recognizing that CD interventions at the national level in the Ministries need to be linked and developed in tandem with those at the provincial level. As a result, NIBP is able to effectively bridge the national – sub-national governance gap, facilitating integration and developing synergies towards attainment of a shared vision for the development of the sector.

While CD initiatives at the national level are absolutely essential in the Afghan context, it is equally pressing to

develop and strengthen the capacities of corresponding departments at the sub-national level, for that is where the actual service delivery to the Afghan public will take place. The skills and qualifications of sub-national staff are typically quite weak, many sub-national offices are only partially staffed or hardly staffed at all, and many sub-national government entities lack basic facilities, assets and equipment required to function at a minimal level, thereby seriously hampering the development initiatives. Therefore, the focus on



CD initiatives especially at the sub-national level has assumed greater significance, and more so in view of the impending transition.

Notably, gender mainstreaming 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**

To address the existing low capacity of DAIL officials, a series of eleven courses for technical and operational staff have been outlined for implementation by NIBP. To initiate this series, six senior officials from DAIL Bamyan participated in the above mentioned ten-day study tour and exposure visit to Hisar, India. They were exposed to new, adaptable technologies and crop production; livestock management; organic farming systems; farm machinery training and testing from planting to harvesting; and post-harvest processing and packaging of varied agricultural products. DAIL officials are utilizing the lessons learnt in the experience to integrate the adaptation of these techniques and processes to local conditions. Direct government support to local expansion and improvement of agricultural production aimed at improving household income and nutrition significantly contributes to ensuring local security.

Also, NIBP provided basic accounting and financial management for 25 cooperative members to improve their individual capacity and in turn, support the cooperative's efforts to become economically viable and sustainable. This intervention has proved to be an income generating opportunity for women in the community.

### **NIBP/GEP- Partners in Action with DAIL-Bamyan**

In Bamyan, NIBP provided training on improved vegetable farming techniques for two Gender Equality Project (GEP) staff and five members of the Greenhouse Cooperative which GEP supports. As a result, 180 farmers and cooperative members are utilizing improved agriculture techniques in 15 greenhouse farms supported by GEP. This has equipped the women with the skills to produce vegetables throughout the year ensuring a year-around food supply plus additional income for the family even during harsh winters. The immediate impact has been increased nutritional diets of cooperative members and has made initial steps towards lowering food costs in the community during the winter months with less dependence on imported produce from neighboring countries.



**Figure 4: Beneficiary of Training conducted by NIBP for cooperative members in Bamyan © UNDP**

### NIBP Civil Servant Workshops, Training Programmes and Exposure Visits

No	Subjects	Location of training	Participants	Female Participants	Percentage of Female participants
1	10-day Agricultural Study Tour and Exposure Visit	Hisar, India	6 Senior Officials	0	0%
2	Mentoring and advising on improved vegetable farming	Bamyan	7 GEP staff and Co-op members	1	14%
3	Basic Accounting and Financial Management	Bamyan	25 Cooperative Members	0	0%
	<b>Total</b>		<b>38</b>	<b>0</b>	<b>3%</b>

### DAIL Herat

NIBP provided coaching and mentoring to the DAIL Herat Planning Department throughout Q3. Strengthening the capacity of the provincial departments in the region, NIBP facilitated a three-day workshop for provincial staff in planning, budgeting, HR and MIS. This workshop was spearheaded by the MAIL General Directorate of Planning and Policy (GDPP) and was also conducted in Kabul, Balkh and Nangarhar Provinces. This center-directed effort targeted civil servants chosen from provinces in each region, thereby enhancing the ripple effect to the periphery.

NIBP has also initiated and supported CD activities for CDOs and representatives of four Provincial Directorates on project management and the development of project proposals. From DAIL Herat and surrounding provinces, 71 civil servants participated in the "Write shops" wherein 36 percent of the participants were female. The write shops generated 11 CD project proposals to strengthen the capacities at both the individual and organizational levels of the respective Provincial Departments which NIBP is supporting. The impact of approved proposals is expected to significantly enhance service delivery and increase agriculture productivity. Three locally designed concept notes include:

1. CD of Extension and Irrigation Department in conducting agriculture surveys, mapping and the establishment of a GIS-based database;
2. CD of Natural Resources Management through protection and conservation of river systems, sloping agricultural lands, and sustainable agriculture practices;
3. CD of DAIL Cooperatives Department in agribusiness and cooperative development.

### NIBP Civil Servant Workshops, Training Programmes and Exposure Visits

No	Subjects	Location of training	Participants	Female Participants	Percentage of Female participants
1	Planning, Budgeting, HR and MIS	Herat	6 civil servants	0	0%
2	10-day Agricultural Study Tour and Exposure Visit	Hisar, India	2 Senior Officials	0	0%
3	Project Development "Write shops"	Herat	71 civil servants	26	36%
	<b>Total</b>		<b>79</b>	<b>26</b>	<b>33%</b>

With the support of NIBP, DAIL Herat has the capacity to strengthen provincial and regional development efforts which is reflected in the synergies released through coordination and collaboration with an array of donors to ensure cohesion. For example, DAIL now takes the lead in the Afghanistan Agriculture Extension Programme (AAEP), which has been primarily sponsored by the US Department of Agriculture. Notably with NIBP support DAIL has initiated the AAEP program prioritization according to the National Agriculture Development Framework (NADF) and MAIL strategic priorities.

### DAIL Balkh (Mazar-e-Sharif)

In the middle of Q3, NIBP was able to place a CDA in the northern city of Mazar, in DAIL Balkh. Essential to the placement, NIBP's task was to identify strategic areas for CD within the department. Together with the Provincial Management Unit of DAIL Balkh, NIBP reviewed recent capacity assessments of the department

conducted by various supporting agencies to identify four priority CD projects. To garner the vested interest and ownership of the interventions, the team held interactive dialogs with senior management members in the drafting process. Key areas identified for interventions are:

- 1) Plant Protection, and Plant Quarantine and Quality Control:
- 2) Agribusiness Formation and Management
- 3) Upgrading of the Regional Training Center facility

Under Plant Protection, Plant Quarantine and Quality Control the below capacities are to be developed:

#### **Plant Protection Department**

- 1) Effective techniques in Plant Protection and use of chemicals
- 2) Integrated Pest Management practices and benefits
- 3) Safe practice of using Plant Protection products in the zone (for various agricultural products)
- 4) Fumigation techniques for diverse materials
- 5) Production of agriculture chemicals

#### **Plant Quarantine and Quality Control Department**

- 1) Effective laboratory equipment used in plant quality control
- 2) Sampling methods for testing
- 3) Best practices for border control units in plant quarantine
- 4) Kinds/types of effective and efficient tests performed at the borders for various plant materials
- 5) Effective clearance processes by border control, documentation in quarantine, and quality control

All CD programs are designed to address critical aspects of direct service delivery. To initiate the training series, an initial study tour is organized in the fourth quarter for fifteen DAIL Balkh staff with a training service provider in neighboring Tajikistan.

Parallel to enhancing service delivery, small-scale agribusiness and management is another area that needs to be addressed in support of the local communities. In the fourth quarter a group of 15 staff will be selected from agriculture department to undergo a Training of Trainers (ToT) in small agribusiness generation and management in Sri Lanka with agriculture business visits. A planned outcome of the ToT is a series of in-house trainings to be conducted on small agribusiness generation, and a "Training Module" for implementation practice in Afghanistan. Most significantly these trainings on agribusiness generation will primarily target women whose livelihoods center on agriculture in absence of male household members who migrate abroad.

#### **Ministry of Economy (MoEc)**

- Department of Economy (DoEc)
  - Herat

At the close of the third quarter, a new CDA was assigned to MoEc and introduced to the Minister by the NIBP. The CDA's first task is to submit the Annual Work Plan after it has been vetted by the Minister. Within MoEc, NIBP has initiated efforts to conduct a training programme on 'Auditing and Internal Control' for the officers of MoEc for the fourth quarter and is preparing a draft MoU Twinning Agreement with Planning Commission of India.

#### **DoEc Herat**

Currently NIBP is supporting DoEc Herat on developing the Provincial Development Plan for 2013 with an effort to ensure the Provincial Development Plan (PDP) is in-line with the NPP. To facilitate this process NIBP trained newly recruited staff on compiling the reports, prioritizing projects, understanding processes to develop the PDP, as well as introducing standardized formats for reporting to MoEc. For ease of reporting, NIBP aided the DoEc in establishing a monitoring plan for the 135 Department projects noting the objectives, expected results and gauging the progress of projects.

In an effort to support more grassroots-driven development projects originating from the province, NIBP has focused on the CD of the Administrative and Finance Departments to enhance their English skills, particularly in relation to proposal writing and reporting. This was accomplished through a series of workshops for civil servants.

### **NIBP Civil Servant Workshops, Training Programmes and Exposure Visits**

No	Subjects	Location of training	Participants	Female Participants	Percentage of Female participants
1	Using Database	Herat	8	2	25%
2	Sending Receiving email	Herat	8	2	25%
3	Making M&E Plan	Herat	3	1	33%
4	Write shop	Herat	8	2	25%
5	New design for official letter	Herat	8	2	25%
6	English Language Program	Herat	6	2	33%
7	Quarterly Report	Herat	8	2	5%
8	Office Software	Herat	8	2	25%
9	Format designing	Herat	8	2	25%
10	Concept for conference	Herat	8	2	25%
<b>Total</b>			<b>73</b>	<b>19</b>	<b>26%</b>

### **Ministry of Education (MoEd)**

- Department of Education
  - Herat

In the first half of the year, NIBP took several initiatives to strengthen the capacity of the MoED in designated priority areas of literacy development, Open Schooling, and teacher training. NIBP supported visits of high level delegations, exposure visits, workshops, and customized trainings abroad for physical education teachers. These activities exposed the staff of MoEd to new teaching methodologies and concepts, advanced management practices, and critical issues in the education sector.

NIBP's support to MoEd is uniquely reflective of the needs of the ministry. Rather than providing the traditional CD support to the ministry which receives much-needed, generous support from an array of international donors, MoEd desires NIBP to focus its technical expertise in the development of four key areas: Open Schooling, Literacy, Teacher Education, Technical and Vocational Education and Training. Responsive to this request and within the scope of the project, NIBP sponsored a ministerial visit to India for an exposure visit to the National Institute of Open Schooling (NIOS), and facilitated an opportune meeting with the Minister for Human Resource Development, Government of India. From this experience MoEd has restated the need to establish Open Schooling in Afghanistan, increase literacy, and modernize Islamic Education.

To this effect, NIBP also supported two experts in conducting a study on the feasibility of the establishment of Open Schooling in Afghanistan. Research included discussions with key MoEd officials and other relevant stakeholders to explain the concept of Open Schooling; obtain their views on the feasibility of establishing Open Schooling in Afghanistan; and to gather data and information needed for the feasibility study. Upon completion of the study a workshop was held for the senior officials of MoEd on different models of Open Schooling prevalent in various countries, the need for CD of staff involved in Open Schooling, and significantly improved the understanding of Open Schooling for the participants. Based on the final report with input from Afghan counterparts, MoEd is in the process of soliciting donors to support Open Schooling in Afghanistan.

### **DoEd Herat**

Herat province has more than 900 schools under the DoEd Herat, one of the largest in Afghanistan. In Q3, NIBP focused on training programs and workshops for civil servants as well as coaching and advising the Department Head and senior management. Based on the capacity assessment, training programs consisted of leadership and management tools and techniques, computer skills and a workshop conducted with the



NIBP team based in Herat on how to write a concept note. To improve overall performance within DoEd Herat, NIBP established a CD Committee with five members inside the education directorate.

### **NIBP Civil Servant Workshops, Training Programmes and Exposure Visits**

No	Subjects	Location of training	Participants	Female Participants	Percentage of Female participants
1	Computer training	Herat	25	11	44%
2	ICDL Training	Herat	12	12	100%
3	Concept note write shop	Herat	20	2	10%
4	Leadership	Herat	48	24	50%
5	Leadership and management	Herat	20	20	100%
	<b>Total</b>		<b>125</b>	<b>69</b>	<b>55%</b>

One significant workshop coordinated by NIBP in collaboration with an INGO, Education for Afghanistan, was for Principals of Herat High Schools on Leadership. In addition to coordination efforts, NIBP coached the DoEd Director in developing a concept note requesting support from an INGO which aims to improve the technical capacity of high school principals. Coaching the DoEd Director, NIBP also assisted in the process to hire several new principals.

In order to strengthen the Department's internal functions, NIBP assisted in the creation of an Information Management System to support data collection from 900 schools through a database and trained the Database Officer on methods to collect and manage basic information. In an effort to support the resources available to schools, NIBP also worked with the Publication Officer to coordinate with the Asia Foundation for the distribution of 56,000 books in Herat. NIBP also worked with the Finance Officer to install a new finance system provided by the Ministry of Finance to reduce bureaucracy and expedite service delivery as well as streamline the procurement system.

### **Ministry of Labor & Social Affairs, Martyrs and Disables (MoLSAMD)**

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

#### **MoLSAMD**

As planned in Q1, this quarter is a peak of training activity for NIBP. Facilitating the ongoing process to create an enabling environment for MoLSAMD has also been the centerpiece for NIBP's efforts in the third quarter and accomplished through the development of MoLSAMD's capacity in areas of policy formulation in-line with the Afghanistan National Development Strategy (ANDS). In addition to advising the Deputy Minister of MoLSAMD, NIBP has supported the processes to draft the National Priority Program (NPP), the National Policy on Child Labor, and MoLSAMD's Strategic Plan. Additionally, NIBP has supported the training of a core team of officials within MoLSAMD to independently formulate Convention Compliance Reports to the ILO. This will be followed up in 2013 with a special workshop on the subject.

Secondly, NIBP has facilitated the staff and officers of MoLSAMD in regards to accessing numerous training programs, workshops and exposure visits abroad. The various programs conducted in the preceding quarter have been targeted at all levels of the MoLSAMD starting at the staff level and moving upwards to the middle and senior management levels (managers and directors). These programs on specific subjects like skill development, labor administration, employment generation, labor market and employment policies have resulted in strengthening the capacity of the trainees for dealing with various issues and subjects relevant to the day-to-day operations of the Ministry. The more detailed issues are handled as per the training curriculum prepared by the trainers and cover related subjects over a period of two weeks. As with many long-term training arrangements, it should be noted that knowledge and awareness development in the area of labor is a long-term exercise and NIBP hopes to see results as the trainees have more opportunities to utilize the skills and knowledge attained.

## NIBP Civil Servant Workshops, Training Programmes and Exposure Visits

No	Subjects	Location of Training	Number of Participants					Female Participants	Percentage of Female participants
			Staff	Manager	G. Manager	Director	Total		
1	Office Management	Kabul	10	12	4	2	28	15	53%
2	Leadership Techniques Tools	Kabul	2	6	3	1	12	1	8%
3	Social protection Sector Strategy	Kabul	10	12	8	2	32	15	47%
4	Child labor Policy	Kabul	0	4	3	8	15	4	26%
5	Public Policy formulation	Kabul	13	12	8	2	35	12	34%
6	Monitory and Evaluation	Kabul	6	10	4	2	22	3	14%
7	Project Cycle Management	Kabul	14	18	6	2	40	2	5%
8	Procurement	Kabul	8	12	10	3	33	1	3%
9	Leadership and Labor Administration	Noida, India	10	12	6	2	30	7	23%
10	Skills Development	Noida, India	12	12	4	2	30	0	0%
11	Labor Market and Employment Policies	Noida, India	11	12	5	2	30	6	20%
12	Management Concepts for Kindergarten Officials	Kabul	0	53	0	0	53	53	100%
13	Awareness program on Disability and Martyrs Rights Laws for DM, Disability Staff	Kabul	10	18	4	0	32	5	16%
<b>Total</b>							<b>392</b>	<b>124</b>	<b>32%</b>

Notably, NIBP has placed an emphasis on gender representation in the training programs this quarter, and considering the traditional weakness in this area the efforts have been successful. In Q3, 32 percent of the 392 training program participants were women. Admittedly, it has been difficult to elicit the desired response for equal participation despite the obvious interest of the women staff to participate in the programs.

Women managers and staff have shown both willingness and initiative to participate in NIBP training programs. Unfortunately, there are deeply set notions that remain within the Government which reflect the general societal perceptions about women venturing outside the country which prevent larger representation of women in foreign training programs. NIBP recognizes this challenge and is working closely with the Ministry leadership to ensure greater representation of women in future programs.

Specifically, NIBP can take a proactive role in the selection of the candidates without disempowering the decision-makers by establishing ground rules such setting a minimum quota of 20-30 percent of



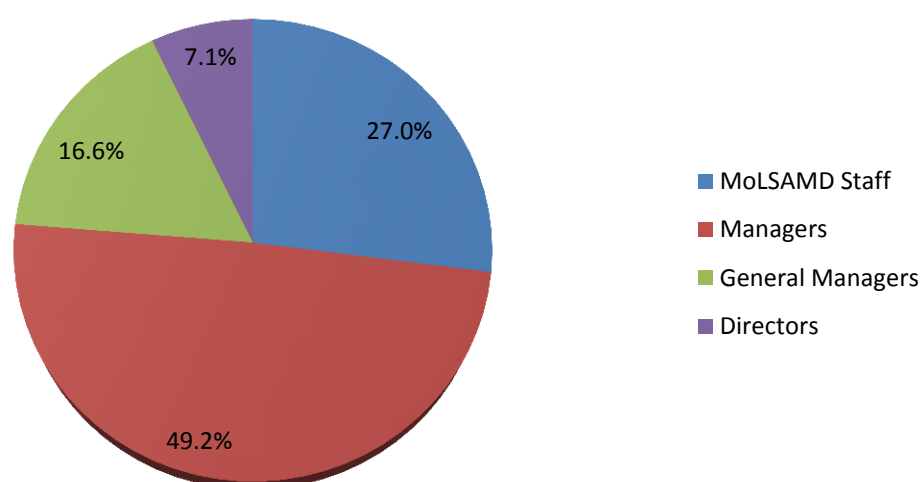
**Figure 5: A training program for Kindergarten Officials of MoLSAMD in Kabul and an example of NIBP supporting the professional development of women.**  
© Siddharth Devverman/UNDP

seats must be reserved for women in each course; or instituting gender-budgeting measures. NIBP must also take a proactive approach by reaching out to women managers and staff to inform them of training programs available and of the strength in unity when it comes to increasing the number of women selected

to attend trainings in Kabul and abroad. However, it must be noted the project should be careful so as not to give the impression that NIBP is taking the responsibility and authority for selection of candidates from the Ministry. The selection must remain within the authority of the Ministry and NIBP can only be seen as a facilitator of best practices.

In addition to training programs, workshops and exposure visits, two regional experts were hired for drafting the National Labor Policy and the National Emigration Policy. Once the draft policies are approved by the Ministry, these will fill a major gap in the policy framework of the Ministry and further strengthen its capacity to address crucial issues of employment generation, labor welfare and emigration. The Ministry will draw up a detailed implementation plan for both policies in 2013 and NIBP will again play a major role in assisting in the exercise.

**NIBP-Trained MoLSAMD Personnel in Q3**



Utilizing NIBP's unique **One-Ministry Approach**, NIBP is again able to effectively bridge the national – sub-national government divide. With our CDA placements at both the national and provincial levels, NIBP is in position to initiate and strengthen coordination and communication efforts between the ministry and the periphery. For MoLSAMD, the unified One-Ministry Approach in Q3 was exemplified in NIBP's assistance for a Regional Coordination Workshop of DoLSAMD in the Western Region which marks the first time an initiative from the sub-national level has been seen through to a successful conclusion with support of NIBP at the national level. NIBP strives to ensure that ministerial strategies and operational plans are coherent and consistent; and with NIBP funding, coaching and mentoring, the event was planned and successfully implemented locally, boosting capacity of the DoLSAMD in Herat on external linkages and networking.

The intervention highlighted two opportunistic facets of the NIBP approach. First, the One-Ministry Approach provides a connection to grassroots initiatives in a highly centralized system where sub-national needs are oftentimes ignored and development interventions controlled by the center. In this case, the workings of NIBP at the national and sub-national level allowed the sub-national to prove that it is possible for those at the peripheral, with the right technical assistance, to plan and implement a successful regional conference independent of, but aligned with the center. Seeing the success of the conference, other agencies in Herat with support of NIBP have been encouraged to make their own initiatives. The One-Ministry Approach pioneered by NIBP is a simple mechanism tying the center to the provincial, fueling empowerment and ownership at sub-national where good governance and service delivery will ultimately have a beneficial impact felt by the majority of the Afghan population.

Secondly, the intervention provided an entry point to phased expansion at sub-national levels in-line with the national government; a direct intervention supported by the international community looking to extend support to development efforts which impact a broader base in the provinces. Following the "entry point" concept of the UNDP's CD Approach, the strategic focus on one province (DoLSAMD Herat) has opened

pathways and inroads towards demand driven technical assistance to DoLSAMD in the provinces of Farah, Ghor, Nimroz, and Badghis in the western region of Afghanistan. The conference allowed officials from these provinces to discuss their common dilemma in an otherwise centralized system, and ultimately request assistance through the Western Region Coordinating DoLSAMD based in Herat. A direct outcome of this intervention has included a broader but manageable set of interventions aimed at capacity development in the four regional provinces.

## **DoLSAMD Herat**

In addition to effectively utilizing the One-Ministry Approach and expounding upon the phased expansion at the sub-national level, DoLSAMD Herat has been exploring means to expand South-to-South cooperation. In Q3, NIBP has been coordinating a fourth quarter study tour for DoLSAMD Herat officials to meet respective counterparts in the Philippine Government, the Philippine Secretary of Labor, the Manila Department of Labor and Department of Social Welfare and Development, and the University of the Philippines, as well as explore possibilities for technical assistance on Social Work and Labor Training.

Emphasizing the One-Ministry Approach, NIBP supports identifying linkages between national and sub-national organs of the Ministry. At national level, NIBPs close coordination of MoLSAMD and DoLSAMD resulted in the possible introduction of a five-point **Capacity Development Cascade Concept** which takes into account organization direction concerns. This is currently being considered as part of MoLSAMD's 2013 Annual Work Plan. If implemented this would further fuse national and sub-national efforts into a coherent and integrated system.

The Ministry's NIBP-inspired Cascade Concept is a set of interventions to create awareness on a freshly minted MoLSAMD Strategy through a series of workshops designed for all members of the MoLSAMD organization. The workshop series likewise aims to clarify the roles of each Department, albeit each individual in MoLSAMD in relation to the MoLSAMD Strategy. The cascade then continues on to involve key personnel in all provincial Departments in Afghanistan in their respective preparation of Annual Work Plans, clearly identifying activities with clear indicators and targets, along with a detailed finance plan ensuring accountability.

Based on concrete operational plans, these NIBP-inspired interventions lead to a focused methodology in determining competencies at the provincial level which is necessary for the operational plans to be carried out. Once implemented, sensible capacity assessment interventions can then lead the way to the crafting and implementation of CD Plans that are responsive to actual needs of the provincial DoLSAMD. The significance of this NIBP-sponsored change will allow direction from the MoLSAMD Strategy at national level with input from the provincial level to be integrated into responsive plans and carried out at sub-national level and brought into line with the Ministry.

## **Central Statistics Organization (CSO)**

In the first half of the year, NIBP conducted five workshops in which 250 civil servants participated; and made preparatory inquiries, initiated coordination efforts and selected top performers within the various CSO departments to attend specialized training programs abroad in the second half of the year. The outcomes of those initial trainings can be seen in improved managerial techniques employed by senior management, and based on the shared experience of the corresponding government institution in India, to enable CSO build an effective National Statistical System for Afghanistan.

In Q3, there has been a high-activity, high-outcome period for NIBP in CSO. Out of the following six Customized Statistical Training Programmes for CSO/Afghanistan (CSTPAs) planned under NIBP Annual Work Plan 2012 for CSO, NIBP supported and facilitated successful completion of two CSTPAs in Q3 and one is under progress.

### **CSTPAs for CSO/Afghanistan**

- CSTPA-1: National Accounts and Price Statistics
- CSTPA-2: Data Analysis and Report Writing using Statistical Software Packages
- 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



CSTPA-I on 'National Accounts and Price Statistics' training programme provided practical knowledge on three approaches to the compilation of the Gross Domestic Product (GDP); Gross Value Added estimations of the formal and informal sectors; techniques for the collection of economic data at the national and local levels; and the dissemination of information through media. The overall feedback collected from the participants on the training programme and how it related to supporting their individual capacity rated the course an overall 90 percent.

CSTPA-II on 'Data Analysis and Report Writing using Statistical Software Packages' taught participants data analysis and reporting for effective and timely dissemination of official statistics in Afghanistan. The workshop participants gave the workshop a 93 percent rating on how useful the material was to their work. This was notably due to the use of exercises and activities utilized in the workshop designed to strengthened



**Figure 6: Presentation by Dr Ravendra Singh, short-term NIBP Expert on Statistical Training at CSO**  
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their knowledge and skills. Following the workshop, many of the action plans developed by the participants included utilizing the data entry application, developing a data dictionary for their respective positions, and sharing their newly acquired knowledge with their colleagues to enhance institutional performance.

The expected outcome of the completed training programmes will be improved compilation of the GDP and the Consumer Price Index number and effective dissemination of information by CSO through publications and website to aid in evidence-based

planning and policy making in Afghanistan.

### **NIBP Civil Servant Workshops, Training Programmes and Exposure Visits**

No	Subjects	Location of training	Participants	Female Participants	Percentage of Female participants
1	CSTPA-1: National Accounts and Price Statistics	New Delhi, India	9 key CSO staff	0%	0%
2	CSTPA-2: Data Analysis and Report Writing using Statistical Software	New Delhi, India	9 key CSO staff	0%	0%
	<b>Total</b>		<b>18</b>	<b>0%</b>	<b>0%</b>

In Q3, NIBP also recruited three short-term International Consultants in three domain specific technical areas: Statistical Training, Sampling Design, and Statistical Management Information System (SMIS). The Policy Brief prepared on statistical training directly supports the Statistical Training Centre in CSO for in-house capacity building and skill development. The Technical Report submitted by the second expert contributes to the development of appropriate sampling design and applying proper statistical methodology in future surveys to be conducted and coordinated by CSO in Afghanistan.

A Feasibility Report on the establishment of Afghanistan's Statistical Management Information System (ASMIS) was prepared and delivered by the third short-term technical expert for CSO. This report will help CSO to develop a national data warehouse and a comprehensive ASMIS to help policy makers and users to have easy access to official statistics for evidence-based decision making, as was envisaged in the NIBP CD Plan (2011-14) for CSO. Organization of three training programmes by NASA and the visit of three short-term experts in this quarter recruited by NIBP has enhanced the two-way partnership under twinning MoU signed between CSO and MoSPI, facilitated by NIBP/UNDP under South-to-South cooperation.

Lastly, NIBP jointly worked with CSO and the United Kingdom's Department for International Development to prepare and submit a draft Report on National Statistical System of Afghanistan. The report is first of its kind, which will serve as a strong support for the data users to understand the statistical system of Afghanistan and will serve as a stepping stone in the foundation of ASMIS.

### **Ministry of Transport and Civil Aviation (MoTCA)**

In support of strengthening the ministry, the NIBP team in MoTCA has been in communication with the Indian Aviation Authorities (IAA) to facilitate the proper implementation of the NIBP AWP under the South-to-South cooperation for CD of MoTCA by providing aviation training workshops and the deployment of a Technical Advisor for the development of institutional policies and strategies. NIBP has received a draft MoU from IAA, and will facilitate signing of the MoU by both parties and in 2013 to support training programs in Indian Aviation campuses. These timely courses will strengthen the capacity of Afghanistan's aviation sector in preparation to assume all aviation responsibilities from ISAF/NATO during the Transition Process.

Furthermore, NIBP provided advisory support to the Chair of the Technical Evaluator Group in regards to the Aviation Security proposals sent to MoTCA for review and scoring. NIBP assisted the technical group by supporting the group in determining criteria for selection and scoring of the received proposals according to the prepared ToRs which enable MoTCA to assure implementation of standardized and sufficient aviation security in the airports.

In support of the ministry's capabilities, NIBP team conducted a strategic coaching session with the Internal Audit Director and assisted in the preparation of Strategic Plan for Internal Audit Directorate in compliance with ANDS, the Ministry Strategic Plan, and the General Directorate of Control and Audit plan. This support has significantly enhanced the Directorates capacity to audit and control the Ministry financial expenditure, perform the audit in a timely manner, and to provide practical recommendations and suggestions to assure transparent, accountable and effective service delivery.

### **Deputy Ministry of Youth Affairs (DMoYA)**

In July 2012, NIBP invested in preparatory work for a number of initiatives to include training for the staff of DMoYA, and the signing of a twinning MoU between Ministry of Information and Culture, Afghanistan and Ministry of Youth Affairs and Sport, India which will be an instrument to organize several trainings in India and bring in short-term advisors for technical support in writing policies and strategies for DMoYA.

NIBP assisted DMoYA in organizing national CD training for the staff of DMoYA and provincial youth directorate. A total of eight trainings will be organized in the following areas with the support of an outsourced partner:

- Capacity Assessment and Preparation of DMoYA CD Plan
- Proposal Writing: Building Strategic Relationship and Resource Mobilization
- Project Management to include planning, budgeting, review and management skills
- Office Management and General Administration
- Youth Volunteerism
- 'Youth Rights'



**Figure 7: Director General of CSO and other senior officers of MoSPI with participants of the Training Programme on “Data Analysis and Report Writing using Statistical Software Packages”, New Delhi.**

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- Gender Mainstreaming in Policies and Programmes of Youth Development
- 'Role of Youth in Peace Building and Conflict Resolution'

The overall objective of these trainings is to build the capacity of the staff of DMOYA so that they work independently in their offices without any external support by equipping the provincial staff with better skills to organize their offices and manage local projects.

In the middle of the third quarter, the assigned NIBP CDA under the India – Afghanistan Twinning Arrangement was required to return to India after four+ years of service to DMOYA through UNDP. Shortly afterwards the CDO was also removed from DMOYA. At the end of the third quarter the CDO was replaced and NIBP aims to fill the CDA vacancy in the fourth quarter.



**Figure 8: Mr. Uehara Katsunori sharing JICA's capacity development experience in Afghanistan during the NIBP CDO workshop.**  
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**Table 1 NIBP in relation to its annual targets after Q3**

2012 Baseline	2012 Annual Targets	Q3 Planned	Q3 Actual	Comments	
1. 9 CD plans prepared;	1. # of CD plans prepared - 13;	0	0	NIBP does not prepare a CDP unless a new CDA is assigned to a ministry which NIBPO has not worked with previously. This has not occurred in Q1, Q2 or Q3 of 2012.	
2. 140 civil servants trained in core functions;	2. # of civil servants trained in core functions	100	837 (29% women)	Training of civil servants in Q3 is on track and far above expected  Total MAIL/DAIL: 214 MoEc/DoEc: 73 MoEd/DoEd: 125 M/DoLSAMD: 407 MoTCA: 0 DMoYA: 0 CSO: 18	Note: AWP does not set a quota for the training of women.  # / % of women 28 13% 19 26% 69 55% 130 32% 0 0 0 0%
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	There has been no request for NIBP to produce manuals / user guides this quarter.	
4. 5 twinning arrangements in place	4. # of twinning arrangements in place end of Q3 - 4	5	4	One CDA under the twinning arrangement was recalled to India in the midst of Q3 therefore the target of five twinning arrangements was not hit. Recruitment for three additional CDAs under the twinning arrangement is on-going.	

## 1. FINANCIALS

During Q3, a total of USD 876,746 was spent for this output. For more details, please look at Annex 1 and Annex 2.

## 2. 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. This is applicable to both outputs.

The project strives to put in place measures to follow UNDP security guidelines and to be MOSS compliant in all its operations. The mitigation measure will be to train and appoint Afghans as national Capacity Development Officers (CDOs) and to place them in such locations as they are generally not subject to same level of risk as foreigners. Suitable CD strategies need to be adopted, such as conducting training and coaching at secure places and using distance learning or other modalities.

### ▪ 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 that is applicable to both outputs. 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. ISSUES

### ▪ Performing line functions

Due to a lack of requisite trained and capable expertise in government institutions, the CDAs may often be asked to perform line functions. This is a universal issue to both outputs. Proper monitoring and performance reviews will be undertaken to ensure this risk is mitigated.

### ▪ 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.

This issue is also relevant to Output 2.

### ▪ 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.

To mitigate this, NIBP can take a proactive role in the selection of the candidates without disempowering the decision-makers by establishing ground rules such setting a minimum quota of 20-30 percent of seats must be reserved for women in each course; or instituting gender-budgeting measures. NIBP must also take a proactive approach by reaching out to women managers and staff to inform them of training programs available and of the strength in unity when it comes to increasing the number of women selected to attend trainings in Kabul and abroad. However, it must be noted the project should be careful so as not to give the impression that NIBP is taking the responsibility and authority for selection of candidates from the Ministry. The selection must remain within the authority of the Ministry and NIBP can only be seen as a facilitator of best practices.

This issue is also relevant to Output 2.

- **Low motivation and resistance to change**

The current organization structures and employee emoluments result in low employee motivation. This leads to a resistance to change. The results based management techniques and continuous monitoring are some techniques to mitigate this risk, which will be used by the project.

This issue is also relevant to Output 2.

- **The existing Monitoring and Evaluation System**

Under the current system, an absence of specific, measurable, attainable, realistic and time-bound and objectively verifiable indicators, as well as a clear means of verification complicates efforts for monitoring and evaluating NIBP. Following a Q4 Mid-term Evaluation, there will be a project revision to incorporate indicators that more adequately reflect successes and shortcomings of the project.

This issue is also relevant to Output 2.

## **4. 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**

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.

## **5. FUTURE PLAN**

- **Expansion of NIBP at subnational level**

As per donor request, NIBP has taken 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, Kunduz, and Kandahar. This is applicable for both outputs.

- **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 inside and outside of 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. In particular, NIBP has pioneered the **One-Ministry Approach** to effectively bridge the national – sub-national government divides and improve line-ministry communications. The aim is to facilitate coordination and communication between the center and periphery to ensure that ministerial strategies and operational plans are consistent and aligned with prevailing policy imperatives. From the periphery, the One-Ministry Approach supports the integration of input and feedback from the provinces to influence policy and national strategy development disseminating from the center, and opens channels to Kabul for advocacy when needed.

- **Introduction of a Gender Specialist within NIBP**

In an effort to incorporate gender mainstreaming into NIBP, a Gender Specialist began work with NIBP in the latter half of Q3.

- **Project Revision**

Following a Q4 Mid-term Evaluation, there will be a project revision to more adequately reflect the needs of project partners and to incorporate specific, measurable, attainable, realistic and time-bound 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 Herat, Nangarhar (Jalalabad), and Balkh (Mazar).



**Figure 9: NIBP's CDAs and CDOs upon completion of the second CDO Workshop in September, 2012**  
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### **Administrative Reform and Civil Service Commission (IARCSC)**

- IARCSC Eastern Region – Jalalabad
- IARCSC Western Region – Herat

NIBP aims to support the IARCSC in its efforts to build and maintain good governance through civil service delivery. To accomplish this NIBP has contributed to the strategic efforts of the IARCSC for the development of its five-year Strategic Plan and the GoIRA NPP: Efficient and Effective Government, which is a framework through which GoIRA prioritizes its needs in three-year rolling periods, with a longer term 15-30 year vision, and vocalizes those needs for international community response.

Further, NIBP supports the IARCSC's role in the multi-agency effort to build a corps of civil servants for Afghanistan's future through the development of a public administration program in Afghanistan's higher education and professional education arenas. The key impacts of this quarter's support has been the progress towards signing an MoU between the Ministry of Higher Education (MoHE) and IARCSC on the public administration program efforts; the further clarification of key concepts for all parties involved in the NPP process, which leads all parties closer to endorsement of the NPP and subsequent funding and implementation. To support the efforts of IARCSC, NIBP sponsored the senior management delegations on studying strategic planning processes, and public governance and administration.

### NIBP Civil Servant Workshops, Training Programmes and Exposure Visits

No	Subjects	Location of training	Participants	Female Participants	% of Female Participants
1	IARCSC Senior Level Management Retreat on Strategic Planning Process (July 2012)	Delhi, India	10	0	0%
2.	GoIRA Senior Level Delegation to Singapore on Public Governance and Administration (July 2012)	Singapore	2	0	0%
3.	GoIRA Senior Level Delegation to Baku, Azerbaijan, on Public Governance and Administration (July 2012)	Baku, Azerbaijan	10	0	0%
<b>Total</b>			<b>22</b>	<b>0</b>	<b>0%</b>

In a determined effort to better support regional centers of the CSC, NIBP is implementing a **phased expansion at sub-national level in Q4**. This expansion consists of **strategically located mobile teams** of CDAs and CDOs to support demand-driven initiatives in provinces that have, to date, received little or no development assistance at all. This deployment of CDAs will build on an already well-established provincial presence in the CSCs as well as broaden support to previously underserved regions.

### IARCSC Eastern Region – Jalalabad

In Q3 NIBP facilitated the CD of civil servants in common functions through a series of 20 trainings/workshops for 408 civil service employees, all men, from different civil organization in Nangarhar and Kunar provinces on IARCSC Standard Policies and Procedures. The trainings/workshops have enhanced civil services staff understanding on necessary IARCSC procedures as well as fill out IARCSC standard formats accurately. Additionally, basic management skills training was conducted for 25 college students (all female), with the aim to open a window of opportunity for their future.

### NIBP Civil Servant Workshops, Training Programmes and Exposure Visits

No	Subjects	Location	Participants	Female Participants	% of Female Participants
1 - 20	Procedures; Appointment, Appeals and Ethics; Reporting; Planning; and Performance Appraisal	Nangarhar and Kunar provinces	383 Civil Servants	7	2%
21	Human Resource Management to HR networking	Nangarhar and Kunar provinces	80 Civil Servants	0	0%
22	Basic Management Skills	Nangarhar	25 College Students	25	100%
<b>Total</b>			<b>488</b>	<b>32</b>	<b>7%</b>

### IARCSC Western Region - Herat

In Q3, NIBP supported five managers of the CSC regional office through coaching sessions to produce the 2013 annual plan. In this region, NIBP provides much-needed basic training services to local civil servants. For example, NIBP assisted Civil Service Managers through mentoring sessions on letter writing utilizing MS Word and the use of PowerPoint presentations. NIBP also supported the regional office in selecting three qualified trainers through advisory services on CV review, short-listing and interviews processes. In an effort to evaluate civil servants, NIBP offered coaching services to senior officers on the development of grading and evaluation forms.



## NIBP Civil Servant Workshops, Training Programmes and Exposure Visits

No	Subjects	Location of training	Participants	Female Participants	Percentage of Female participants
1	Coaching sessions on planning	Herat	5	1	20%
2	Mentoring sessions on computer literacy	Herat	2	0	0%
3	Mentoring sessions on statistical forms for evaluation process	Herat	1	1	100 %
4	Write shop on concept note	Herat	18	3	17%
Total			26	5	20%

To support grassroots development initiatives, NIBP conducted five write shops for five line ministries on CD ideas and projects beginning with concept notes and prioritization of project needs. To enhance their proposals NIBP provided coaching services to the staff of the CSC regional office on managerial skills, planning, and computer literacy.

### 1. FINANCIALS

During Q3, a total of USD 241,071 was spent for this output. For more details, please look at Annex 1 and Annex 2.

### 2. RISKS

#### ▪ Lack of national human resource pool

The talent pool within Afghanistan is very limited and to find capable national CDOs and advisors is a challenging job. However, as Afghan Nationals continue to return after studies abroad through scholarships, the situation is improving.

### 3. ISSUES

Please refer to Output 1.

### 4. FUTURE PLAN

#### ▪ Role of GDPDM

GDPDM will continue to assume the coordinating role for CDAs and CDOs within the various ministries under the NIBP. GDPDM will also 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 June 2012 (f)	Total Expenses (Jul - Sept 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	
India	4,320,000	3,240,000	1,080,000	-	3,240,000	1,160,612	436,725	468,608	2,065,946	1,174,054	
Italy	1,233,046	1,233,046	-	-	1,233,046	894,124	70,531	177,156	1,141,811	91,235	
Japan	2,000,000	2,000,000	-	-	2,000,000	1,982,913			1,982,913	17,087	
	5,000,000	5,000,000			5,000,000	1,052,001	838,663	258,333	2,148,997	2,851,003	
Switzerland (SDC)	1,812,739	1,486,814	325,925	-	1,486,814	576,733	44,981	230,819	852,533	634,281	
UNDP	2,260,000	2,260,000	-	-	2,260,000	2,606,041	56,968	3,059	2,666,068	(406,068)	
<b>Grand Total</b>	<b>17,341,443</b>	<b>15,935,518</b>	<b>1,405,925</b>	<b>-</b>	<b>15,935,518</b>	<b>8,586,775</b>	<b>1,447,869</b>	<b>1,137,975</b>	<b>11,172,618</b>	<b>4,762,900</b>	

Note:

i) Cumulative expenses as of June 2012 is actual (Column f)

ii) Expenses reported for the accounting period of July- September 2012 is provisional

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

## ANNEX 2: Expenses by Outputs

Project Output	2012 Budget (AWP)	Expenses as (Jul-Sep 2012)	Cumulative expenses (Jan-Sep 2012)	Delivery Rate	Remarks
Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	5,850,055	819,389	1,822,372		
General Management Service (GMS) Fee (7%)	409,504	57,357	127,566		
<b>Sub-total Output 1</b>	<b>6,259,559</b>	<b>876,746</b>	<b>1,949,938</b>	<b>31%</b>	
Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	1,533,000	225,300	385,817		
General Management Service (GMS) Fee (7% )	107,310	15,771	27,007		
<b>Sub-total Output 2</b>	<b>1,640,310</b>	<b>241,071</b>	<b>412,824</b>	<b>25%</b>	
Output 3: (Project Management Unit)	1,145,584	312,186	646,827		
General Management Service (GMS) Fee (7% )	61,281	17,865	40,370		
<b>Sub-total Output 3</b>	<b>1,206,865</b>	<b>330,051</b>	<b>687,197</b>	<b>57%</b>	
<b>Grand Total</b>	<b>9,106,734</b>	<b>1,447,869</b>	<b>3,049,959</b>	<b>33%</b>	

### ANNEX 3: Expenses by Donor

Donor	Project Output	2012 Budget (AWP)	Expenses as (Jul-Sept 2012)	Cumulative expenses (Jan-Sept 2012)	Balance	Delivery Rates
India	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	2,349,589	408,155	811,055	1,538,534	
	General Management Service (GMS) Fee (7%)	164,471	28,571	56,774	107,697	
<b>Sub-Total</b>		<b>2,514,060</b>	<b>436,725</b>	<b>867,829</b>	<b>1,646,232</b>	35%
Italy	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	400,501	65,917	149,668	250,833	
	General Management Service (GMS) Fee (7%)	28,035	4,614	10,477	17,558	
<b>Sub-Total</b>		<b>428,536</b>	<b>70,531</b>	<b>160,145</b>	<b>268,391</b>	37%
Japan	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	2,354,977	303,279	804,449	1,550,528	
	Output 2: (Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC)	1,433,000	225,300	385,817	1,047,183	
	Output 3: (Project Management Unit)	885,584	255,218	576,720	308,864	
	General Management Service (GMS) Fee (7%)	326,439	54,866	123,689	202,750	
<b>Sub-Total</b>		<b>5,000,000</b>	<b>838,663</b>	<b>1,890,676</b>	<b>3,109,325</b>	38%
Switzerland (SDC)	Output 1: (Strengthening Institutional and Organizational capacity of select government entities)	744,988	42,038	57,200	687,788	
	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	2,943	4,004	55,145	
<b>Sub-Total</b>		<b>904,137</b>	<b>44,981</b>	<b>61,204</b>	<b>842,933</b>	7%
UNDP	Output 3: (Project Management Unit)	260,000	56,968	70,106	189,894	
<b>Sub-Total</b>		<b>260,000</b>	<b>56,968</b>	<b>70,106</b>	<b>189,894</b>	27%
<b>Grand Total</b>		<b>9,106,734</b>	<b>1,447,869</b>	<b>3,049,959</b>	<b>6,056,775</b>	33%



## ANNEX 4: Activity

Activity	Description of Result	Progress
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>CDAs and CDOs have been placed in the following ministries with the mandate 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> <ul style="list-style-type: none"> <li>• Ministry of Agriculture, Irrigation &amp; Livestock;</li> <li>• Ministry of Economy;</li> <li>• Ministry of Education;</li> <li>• Ministry of Labor, Social Affairs, Martyrs and Disabled;</li> <li>• Central Statistics Office;</li> <li>• Ministry of Transport and Civil Aviation; and</li> <li>• Ministry of Youth Affairs</li> </ul>	On-track
1.2 Institutional and organizational capacity of MoTCA developed through Organizational and Sector based Capacity Development through twinning arrangements and partnerships.	A new CDA for this position is to be recruited in October, 2012.	Delayed
1.3 Institutional and organizational capacity of MAIL developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership.	<p><b>DAIL Bamyan</b> - spearheaded study tours and exposure visit to India from 9<sup>th</sup> to 21<sup>st</sup> September 2012. A total of 15 participants from the provinces of Bamyan (6), Herat (2), Mazar (1) and MAIL in Kabul, six (6). The focus areas are in the field of Agriculture and livestock farming systems, farm machinery and testing, organic farming, various research disciplines both in-house and on farm trials.</p> <p><b>DAIL - Herat</b>, The interventions during the quarter focused on organizational adjustments and preparatory activities for skills development. A change management team was organized in DAIL Herat. The team is composed of 8 national advisors (all males) in the areas of finance, administration, extension, information technology and training. This team together with NIBP will be able to fast track capacity development interventions in DAIL. A new round of assessment is currently being conducted that will serve as a basis for the annual plans.</p> <p>In skills development, a comprehensive program is also being prepared for one year period. This is being done in collaboration with Human Resources and Planning Department. Moreover, the Planning and Monitoring Departments were also mobilized in the planning and implementation of JICA-funded projects. These collaborative projects with JICA, is expected to strengthen the skills of planning and monitoring departments in project management, implementation and monitoring.</p>	On-track

Activity	Description of Result	Progress
	<p>For this reporting period, NIBP has initiated and supported capacity development activities for CDOs and representatives of 4 Provincial Directorates on Project Management in general, and developing project ideas in particular. A total of 71 participated in the “write shops” wherein 36% of the participants were female. The write shops generated 11 capacity development project ideas in which 4 were already written as concept notes and submitted for review and approval. It is expected that if these proposed projects are approved, supported financially and implemented will bring about changes in the capacities at both organizational and individual level of the respective Provincial Departments that NIBP is supporting. Impacts are expected at the level of service delivery improvements and increase in agriculture productivity.</p> <p>NIBP also supported the design, process and selection of three NGOs to be awarded with USD180,000 grant each from JICA funds. These awarded NGOs will implement three agriculture and environment-related projects in the areas of grape value chain improvement, sericulture and natural resources management. 6 participants from DAIL together with the other participants from the region (Herat, Farah, Badghis, Nimroz, Kandahar, Helmand, Zabul, and Uruzgan) participated in the 3-day workshop on planning and budget execution, HR and MIS last 07-09 July 2012. This workshop was spearheaded and implemented by MAIL General Directorate of Planning and Policy. This type of workshop was also conducted in Kabul, Balkh and Nangarhar Provinces.</p> <p>5 civil servants from Plant Protection, Animal Husbandry, Extension) also participated in two separate study tours to India facilitated by DAIL Bamyan and MAIL.</p>	
1.4 Institutional and organizational capacity of MoED developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	<p>The capacity of senior officials Ministry of Education to conceptualize, strategize and design programmes in areas such as Open Schooling and Literacy Development has been considerably enhanced as a result of exposure visits, participation in customized training programmes and workshops organized under the twinning arrangement and partnership.</p> <p>These activities have also helped in enhancing strategic decision making skills of the senior management in the Ministry of Education and have also sensitized them to the necessity to undertake organizational change and build appropriate systems for achieving organizational goals and ensuring efficient delivery of services to the public.</p>	On-track
1.5 Institutional and organizational capacity of DMoYA developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	A new CDA for this position is to be recruited in Q4.	Delayed
1.6 Institutional and organizational capacity of MoIC developed through Organizational and Sector based Capacity Development	A new CDA for this position is to be recruited in Q4.	Delayed

Activity	Description of Result	Progress
through twinning arrangements and partnership		
1.7 Institutional and organizational capacity of MoLSAMD developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	<p>Three Two-Week Training programs for 30 officials each have been completed in India as on date under the twinning MoU. The breakup of trainings is as follows:</p> <ol style="list-style-type: none"> <li>1. Training Program on Leadership Development and Labor Administration- July 23-August 03, 2012</li> <li>2. Training Program on Skill Development and Employment Generation- August 13-25, 2012</li> <li>3. Training Program on labor Market and Employment Policies- September 17-28, 2012</li> </ol> <p>Besides, after the Procurement workshop held on 30 June 2012, two programs were organized in MoLSAMD as below:</p> <p>Training program on management concepts for Kindergarten officials of Social Affairs: The training was held for 53 participants from 15 to 27 September 2012. A highlight of the program was that all participants were women.</p> <p>Training program for Disability Deputy Ministry officials: The program was on awareness generation on Laws of dealing with rights for Disabled and Martyrs families. 32 officials of Deputy Ministry of Disabled and Martyrs attended the program from 17 to 19 September 2012</p> <p>Two short term consultants from Government of India have been appointed to assist MoLSAMD in drafting the National Labor Policy and the National Emigration Policy. The consultants' contracts commenced on 4<sup>th</sup> September 2012 and they will submit their draft reports by 4<sup>th</sup> December 2012 as per the contract. The consultants have had stakeholder consultations in Kabul and the work is on track.</p> <p><b>DoLSAMD Herat</b> - The First conference coordination conference for DoLSAMDs in the Western region was successfully held. This being the first if not one of the first initiatives by a government Agency at Sub-national level, it increased the level of support for Capacity Development Initiatives with DoLSAMD Herat</p> <p>Comprehensive Targeted Capacity Assessment completed at SN in August. More focused planning (in the interim) resulted in focused outcomes with the 2013 AWP</p> <p>Preparations for the Philippine Study Tour in full swing. Preparations are having a positive effect on action initiatives in DoLSAMD Herat as intensifying discussions are on the way to anticipate the sessions. DoLSAMD Herat is taking more interests on the possibilities and gaps of its Labor department in the process.</p>	On-track

Activity	Description of Result	Progress
	Procurement processes for IT and Audio-Visual equipment are on the way. Just the prospect of them has increased enthusiasm on the possibilities of digitalization of records. It could be better if the recruitment processes are speeded up.	
1.8 Institutional and organizational capacity of CSO developed through Organizational and Sector based Capacity Development through twinning arrangements and partnership	<p>Two Customized Statistical Training Programmes for CSO/Afghanistan (CSTPAs) were completed during the third quarter of 2012 and one is in progress in India. Each programme of duration 2 weeks was organized by National Academy of Statistical Administration (NASA), Ministry of Statistics and Programme Implementation (MoSPI), Government of India, twinning partner of CSO, for a critical mass of 9 officials of CSO on the following topics:</p> <ul style="list-style-type: none"> <li>• CSTPA-I: National Accounts and Price Statistics during 23 July to 3 Aug 2012 in New Delhi;</li> <li>• CSTPA-II on 'Data Analysis and Report Writing using Statistical Software Packages' during 10-21 September in New Delhi;</li> <li>• CSTPA-III on 'Economic Statistics' is under progress from 24 September to 5 October 2012 at NASA, Greater Noida.</li> </ul> <p>Working closely with UNDP CO, NIBP recruited three short-term International Consultants, who worked for CSO in three domain specific technical areas - Statistical Management Information System (SMIS), Statistical Training and Sampling Design and submitted their reports/policy briefs.</p> <p>NIBP CDA, jointly working with CSO and DFID, prepared and submitted a final draft Report on National Statistical System of Afghanistan (NSSA), based on the visits of the CSO-NIBP-DFID joint Team to 19 line Ministries to assess the capacity of their statistical units and enlisting support for developing an Afghanistan Statistical Management Information System (ASMIS) in CSO 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	<p>Institutional capacity to fulfill the IARCSC mandate for civil service reform was developed through: South-to-South Cooperation partnerships with India, Singapore, and Azerbaijan:</p> <ul style="list-style-type: none"> <li>• As part of these partnerships, there was an exchange of expert knowledge on areas of public administration, ranging from management to reform to recruitments;</li> </ul> <p>Intra-governmental partnerships nurtured:</p> <ul style="list-style-type: none"> <li>• Productive dialogue to develop and manage public administration professional and academic programs to create a homegrown corps of civil servant and to coordinate donor support for this effort. NIBP contributed towards technical assistance to institutionalize the relationships;</li> </ul> <p>National Priority Program 3: Efficient and Effective Government:</p> <ul style="list-style-type: none"> <li>• Once endorsed, serves as a primary policy document to guide all international support in the area of government-wide strategic development in Afghanistan for efficient and</li> </ul>	On-track



Activity	Description of Result	Progress
	<p>effective government, including coordination of all public administration CD for GoIRA. NIBP contributed towards technical revisions to the working draft;</p> <p>5 year strategic plan for the IARCSC:</p> <ul style="list-style-type: none"> <li>• Once finalized, serves a primary policy document to guide all IARCSC efforts on all IARCSC mandates, including coordination of all civil service CD through GoIRA. NIBP contributed towards technical revisions of the draft plan to produce a near final draft.</li> <li>• NIBP created a knowledge product for senior management of IARCSC in preparation of Strategic Planning retreat. The guide detailed the different approaches to creating a Strategic Plan and also highlighted what would be the more appropriate method for IARCSC. A few samples of Strategic Plans were also provided to aid discussion.</li> </ul> <p>Technical Capacity Assessment (TCA)</p> <ul style="list-style-type: none"> <li>• Development of TCA Reports in Dari and English for 15 priority government agencies (including the IARCSC) was completed on September 30 with assistance from NIBP. The Technical Capacity Assessment will not only provide the basis for the government's request for On-Budget support but also provide the foundation of creating capacity development plans for the entities assessed.</li> <li>• NIBP contributed to consolidating the comments from Donors, Ministries and the implementation team to build a lessons learned document that would inform similar initiatives led by IARCSC in the future.</li> <li>• NIBP also worked with individual members of the TCA team to build their capacity in analyzing data and producing coherent reports.</li> </ul> <p>Performance Appraisal and professional development</p> <ul style="list-style-type: none"> <li>• The IARCSC is responsible for the performance appraisal of Project and Tashkeel staff. NIBP is currently assisting the M&amp;E team at IARCSC to build a system for a more comprehensive performance appraisal that takes into consideration individual and organizational goals, performance and professional attitudes. The final product of this exercise will be a new PA format and accompanying guidelines for optimal use of the new PA system.</li> </ul> <p>Training Needs Assessment</p> <ul style="list-style-type: none"> <li>• A new round of TNA has been administered to the staff at GDPDM and a capacity development plan will be created to address the requirements of the team</li> </ul> <p><b>IARCSC Jalalabad</b></p> <p>-Staff members are enabled in how to prepare their plans effectively and report as per their plans. Identified and selected eligible candidates for super skills staff in 12 different civil service organizations in Kunar, Laghman and Nangarhar provinces. Regular communication with head quarter is maintained and IARCSC contribution is arranged in the provincial strategic plan.</p>	

Activity	Description of Result	Progress
	<p><b>IACSC Herat</b></p> <p>Write shop is conducted in CSC regional office for 18 participants, mentoring and coaching sessions focused on planning and technical assistance on statistical evaluation forms to the relevant person. Some requested equipment is under procuring process for CSC regional office, like IT appliances and furniture and tables in finance section of NIBP and aim to speed up the procurement. AWP is drafted for CSC regional office and it is going to be shared with CSC regional office and submitted to NIBP for approval soon.</p>	<p>On-Track</p> <p>On-Track</p>

## 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 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