

United Nations Development Programme
Afghanistan
National Institution Building Project (NIBP)
Second Quarter Project Progress Report – April to June, 2011



NIBP supported activities of Deputy Ministry of Youth Affairs: Mainstreaming Youth in nation building
 Kapisa Youth Council: Training Youth in peace building and community development

Project ID:	00073380
Project Period:	January 2010 – December 2013
Strategic Plan Component:	National Ownership, Capacity Development, South-South Cooperation, Democratic Governance
CPAP Component	Strengthening democratic governance
ANDS Component	Governance, Rule of Law and Human Rights
Total Budget:	USD 115,019,355
Responsible Agency	UNDP and IARCSC

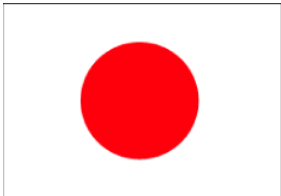
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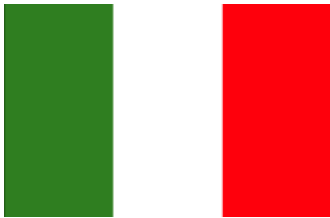
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Acronyms

AAI	Airport Authority of India
ACSI	Afghanistan Civil Service Institute
ACSOR	Afghan Center for Socio-Economic and Opinion Research
ACTED	Agency for Technical Cooperation and Development
ADB	Asian Development Bank
AFGA	Afghan Family Guidance Association
AIHRC	Afghanistan Independent Human Rights Commission
ANDMA	Afghanistan National Disaster Management Authority
ANDS	Afghanistan National Development Strategy
ASGP	Afghanistan Sub-national Governance Programme
ATC	Air Traffic Control
AWP	Annual Work Plan
BCAS	Bureau of Civil Aviation Security of India
BNA	Bakhtar News Agency
CA	Capacity Assessment
CAP	Capacity for Afghan Public service
CBCMP	Capacity Building and Change Management Programme
CD	Capacity Development
CDA	Capacity Development Advisor
CDG	Capacity Development Group
CDO	Capacity Development Officer
CDP	Capacity Development Plan
CDTF	Capacity Development Task Force
CDU	Capacity Development Unit
CIDA	Canadian International Development Agency
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPR	Crisis Prevention and Recovery
CSMD	Civil Service Management Department
CSO	Central Statistical Office
CTAP	Civilian Technical Assistance Plan
DAB	Da Afghanistan Bank
DAIL	Department of Agriculture, Irrigation and Livestock
DG	Director General
DGCA	Director General of Civil Aviation
DGO	District Governor's Office
DIM	Direct Implementation Modality
DMoYA	Deputy Ministry of Youth Affairs
ECO	Economic Cooperation Organization
EDC	Education Development Committee
EU	European Union
GCC	Government Coordination Committee
GDPDM	General Directorate of Programs' Design and Management
GIRA	Government of Islamic Republic of Afghanistan
GMS	Gender Mainstreaming Strategy
GOI	Government of India

IARCSC	Independent Administrative Reform and Civil Service Commission
ICCD	Inter-ministerial Commission for Capacity Development
IDLG	Independent Directorate of Local Governance
ILO	International Labour Organisation
IMF	International Monetary Fund
ISAF	International Security for Afghanistan
ISI	Indian Statistical Institute
JCMB	Joint Coordination and Monitoring Board
KETN	Kabul Engineering Technical NGO
KIA	Kabul International Airport
KIGEPE	Korean Institute for Gender Equality Promotion and Education
KOICA	Korea International Cooperation Agency
KOILAF	Korea International Labor Foundation
LGA	Local Governance and Administration
LOA	Letter of Agreement
MAIL	Ministry of Agriculture, Irrigation and Livestock
MBAW	Making Budget and Aid Work
MCP	Management Capacity Programme
MDG	Millennium Development Goal
MEW	Ministry of Energy and Water
MoCIT	Ministry of Communications and Information Technology
MoEc	Ministry of Economy
MoEd	Ministry of Education
MoF	Ministry of Finance
MoHE	Ministry of Higher Education
MoIC	Ministry of Information and Culture
MoLSA	Ministry of Labour and Social Affairs
MoM	Ministry of Mines
MoPH	Ministry of Public Health
MoPW	Ministry of Public Works
MoSPI	Ministry of Statistics and Programme Implementation of GOI
MoTCA	Ministry of Transport and Civil Aviation
MoWA	Ministry of Women Affairs
MOSS	Minimum Operating Security Standards
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NADF	National Agricultural Development Framework
NASA	National Academy of Statistical Administration of India
NATO	North Atlantic Treaty Organisation
NDMP	National Disaster Management Programme
NGO	Non-Governmental Organisation
NHRC	National Human Rights Commission of India
NIBP	National Institution Building Project
NPP	National Priority Programmes
NRC	Norwegian Refugee Council
NRVA	National Risk and Vulnerability Assessment
NSGP	National State Governance Project

NSSO	National Sample Survey Office of India
OAA	Office of Administrative Affairs
OECD	Organisation for Economic Cooperation and Development
OPAF	Open Policy Advisory Fund
OSI	Open Society Institute
PAD	Provincial Affairs Directorate
PAD	Policy Analysis and Development
PAR	Public Administration Reform
PGO	Provincial Governor's Office
PIB	Press Information Bureau of India
PPU	Procurement Policy Unit
PTC	Provincial Training Centres
RIMU	Reform Implementation and Management Unit
RTA	Radio Television Afghanistan
RTC	Regional Training Centres
SAARC	South Asian Association for Regional Cooperation
SDC	Swiss Development Corporation
SOP	Standard Operating Procedure
SRF	Statistics Results Facility
STI	Statistical Training Institute of Korea
TAT	Technical Advisors Team
TOR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNAMA	United Nations Mission for Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
USDA	United States Department of Agriculture
WFP	World Food Programme
WTO	World Trade Organisation
YICC	Youth Information and Contact Center

Executive Summary

The United Nations Development Programme (UNDP), in collaboration with the Independent Administrative Reform and Civil Service Commission (IARCSC) of the Government of Islamic Republic of Afghanistan (GIRA) is implementing the National Institution Building Project (NIBP) to address the critical capacity needs of government institutions in Afghanistan. The reporting period was the second quarter of 2011 which witnessed significant progress towards the achievement of intended results and consolidation of NIBP approach and strategy for Capacity Development (CD) in Afghanistan. Important results / outputs / activities included:

- Advisory services for capacity development in (1) Ministry of Transport and Civil Aviation (MoTCA); (2) Deputy Ministry of Youth Affairs (DMoYA); (3) Central Statistics Organisation (CSO); (4) Ministry of Agriculture, Irrigation and Livestock (MAIL); (5) Ministry of Labour and Social Affairs (MoLSA) and (6) Ministry of Information and Culture (MoIC). A summary of the results / outputs / activities undertaken in these partner ministries / agencies during the reporting period is presented in the report.
- Completion of the Capacity Assessment (CA) and preparation of the Capacity Development Plans (CDPs) for MoTCA, DMoYA, CSO, MAIL, MoLSA (Labour Affairs) and MoIC (Information). The CDPs lay the foundation of NIBP advisory services and CD activities in respective ministry / agency.
- CDP presentation workshops by DMoYA, MoTCA and CSO resulting in wider dissemination of NIBP CD approach and strategy.
- CD support to IARCSC regional offices in Herat, Balkh, Nangarhar and Kabul.
- Placement of international Capacity Development Advisors (CDAs) in western region under funding from Government of Italy leading to preparation of a Strategy Paper for CD at sub-national level in Afghanistan and a draft Capacity Assessment Framework and Approaches for CD at sub-national level.
- Signing of twinning MOUs for cooperation in the field of capacity development between corresponding ministries / agencies of GIRA and Government of India (GOI) – (1) Afghanistan Independent Human Rights Commission (AIHRC) and the National Human Rights Commission (NHRC) of India; (2) MoIC of GIRA and Ministry of Information and Broadcasting of GOI; (3) MoIC of GIRA and Ministry of Culture of GOI; (4) CSO of GIRA and Ministry of Statistics and Programme Implementation of GOI; (5) MoTCA of GIRA and Ministry of Civil Aviation of GOI.
- Exposure visits of Afghan delegation from MoIC, CSO and MoTCA to corresponding ministries and its institutes in India resulting in strengthened cooperation and enhanced knowledge of management of respective sectors.
- In partnership with KOICA, training programmes of two weeks each on (1) Gender Equality Policy Development; (2) Statistical Training; and (3) Labour Relations and Coordination. A total of 60 Afghan civil servants underwent capacity enhancement in respective subjects.
- Advisory support to General Directorate of Programs Design and Management (GDPDM) of IARCSC in its efforts for good advocacy and communication.
- Support to Civil Service Management Department (CSMD) and the public relations and media section of IARCSC.
- Completion of internship programme in Uruzgan province.
- Advisory CD support to UNDP projects and specific CD support to Independent Directorate of Local Governance (IDLG) as part of CD Cluster activities.
- Incorporation of “policy analysis and development” into NIBP.

The activities of 2011 will include continued services in ministries / agencies with renewed focus on policy advice along with coaching. A coordinated implementation of the CD plans shall result in promotion of “One UNDP” approach to CD in Afghanistan. Synergies with other UNDP projects through CD Cluster will see an enhancement in the outreach of NIBP approach to CD in Afghanistan.

I. Context

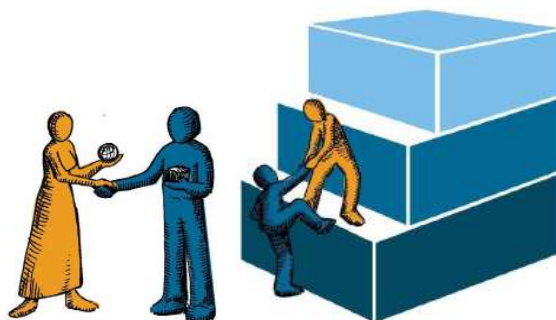
The United Nations Development Programme (UNDP), in collaboration with the Independent Administrative Reform and Civil Service Commission (IARCSC) of the Government of Islamic Republic of Afghanistan (GIRA) is implementing the National Institution Building Project (NIBP) to address the critical capacity needs of government institutions in Afghanistan. The NIBP strives to build robust government institutions and support sustainable Capacity Development (CD) in Afghan Civil Service. The primary objective of the project is “to strengthen national institutional capacity and to create an efficient and capable public sector workforce through the development of institutions and civil service at the national and sub-national levels, the establishment of accountability mechanisms and effective utilization of resources for better service delivery”.

The General Directorate of Programs’ Design and Implementation (GDPDM) of the IARCSC is the Implementing Agency for the Project. The GDPDM is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for effective use of Project resources.

The year 2010 witnessed adjustments in the approach of international community towards supporting the stabilization and development process in Afghanistan. The Afghan Government’s programme has been defined by measurable benchmarks contained in National Priority Programmes (NPPs) that represent the prioritized requirements of the Afghanistan National Development Strategy (ANDS). In support of Afghanistan’s vision of renewal and programmes, the international community is realigning its assistance to advance Afghanistan’s priorities outlined in its new NPPs. By design, the NIBP is in complete alignment with the NPP3 for “efficient and effective government”.

The NIBP, to be implemented over a period of four years (2010-2013), follows an integrated approach to CD. The NIBP places Capacity Development Advisors (CDAs), primarily from the region, in ministries / agencies of the government at both central and sub-national levels, for their institutional and organizational capacity development including coaching and mentoring for skill development of individuals. Further, NIBP promotes twinning arrangements or partnerships of the Afghan government ministries / agencies with corresponding ministries / agencies of other regional countries for transfer of specialized international or regional know-how through advisory services of CDAs, specialized advisory services, short-term interactions and trainings. NIBP differentiates itself from other CD initiatives / projects in that it follows a structured and comprehensive approach to CD. The CD interventions are designed to enhance capacity within the ministries at all three levels, namely institutional, organizational and individual, which would ultimately result into improved service delivery through an efficient, organized and trained civil service. The visible impact would be better budget utilization, rationalized organization structures and well trained civil servants.

National Institution Building Project



You seek...We guide

You strive...We support

II. Results and Impact

The NIBP was launched on January 1, 2010 and the activities of the first year of the project were devoted primarily towards planning and mobilisation. The reporting period was the second quarter of 2011 which witnessed significant progress towards the achievement of intended results and consolidation of NIBP approach and strategy for CD in Afghanistan. Project resources were applied in accordance with the annual work-plan, as presented below.

Output 1: “Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives”.

Indicator 1.1: Institutional strengthening, organizational reforms and skills development undertaken in select government entities through provision of coaching and advisory services of CDAs

During the reporting period, advisory services for capacity development continued in (1) Ministry of Transport and Civil Aviation (MoTCA); (2) Deputy Ministry of Youth Affairs (DMoYA); (3) Central Statistics Organisation (CSO); (4) Ministry of Agriculture, Irrigation and Livestock (MAIL); (5) Ministry of Labour and Social Affairs (MoLSA) and (6) Ministry of Information and Culture (MoIC). A significant output of the project during the reporting period in these partner ministries / agencies was completion of the Capacity Assessment (CA) and preparation of the Capacity Development Plans (CDPs) for these 6 ministries / agencies. A comprehensive analysis of organizational structures, functions and CD needs of the ministry / agency was done at the individual, organizational and institutional level in collaboration with and under the guidance of the respective ministry / agency. Wider consultation with the leadership and the senior management was undertaken to get their views on the CD needs of the organization including gender mainstreaming. The CDP is a dynamic document to enable periodic incorporation of changes in priorities and challenges of the ministry or agency.

On 15th May 2011, DMoYA organized a workshop to present its Capacity Development Plan (CDP) to the stakeholders supporting youth development initiatives in Afghanistan. The aim of the workshop was to provide inputs to the stakeholders on the ‘critical capacity issues’ of DMoYA and guide them where they can either jointly or individually depending upon their comparative advantages / resources may contribute in implementing the activities of response matrix of the CDP. H. E. Taimoorshah Eshaqzai, Deputy Minister of Youth Affairs chaired the presentation workshop. The workshop was attended by many UN, international and national agencies such as UNDP, UNICEF, UNFPA, UNV, ISAF, British Council, Agency for Technical Cooperation and Development (ACTED), Internews, Education Development Committee (EDC), Norwegian Refugee Council



H. E. Taimoorshah Eshaqzai, Deputy Minister of Youth Affairs presenting the CDP of DMoYA

(NRC), Open Society Institute (OSI) and Afghan Family Guidance Association (AFGA). Most of stakeholders gave their observations on the CDP and appreciated the effort of DMoYA to come up with a comprehensive CDP. They promised their support for implementation of the CDP. The workshop decided to constitute a technical committee to monitor the implementation of CDP and improve coordination among the partners.

The CDP presentation workshop for MoTCA was organized on 27th June, 2011. The workshop was attended by ministry officials and other stakeholders of MoTCA. H. E. Dr. Daoud Ali Najafi, Acting Minister of Transport and Civil Aviation chaired the MoTCA CDP presentation workshop. The CD response matrix of both civil aviation and transport sector was separately discussed and validated by the stakeholders.

On 28th June 2011, NIBP supported the CSO in organization of its CDP presentation workshop. H.E. Mr. A. R. Ghafoori, President General of CSO opened the workshop and delivered the inaugural speech. Nearly 70 high level officers from CSO and line Ministries and other Agencies of Afghanistan attended and appreciated the CDP of CSO and its presentation. Representatives from donor community and international organizations who participated in the conference included UNAMA (Governance and Aid coherence units), UNFPA, EU Delegation to Afghanistan, ICON-Germany, IMF, ADB, World Bank, etc.



H. E. Dr. Daoud Ali Najafi, Acting Minister of Transport & Civil Aviation addressing the MoTCA CDP Workshop






H. E. Mr. Abdul Rahman Ghafoori, President General, CSO addressing the CSO CDP Workshop


The CDP presentation workshops of DMoYA, MoTCA and CSO enabled the partner ministries / agencies in communicating to its stakeholders, information on its current capacity assets and its plan to develop its capacities in a structured and timebound manner. The CDPs lay the foundation of NIBP advisory services and CD activities in respective ministry / agency.



A summary of the results / outputs / activities undertaken in the partner ministries / agencies during the reporting period is presented in the table below.

Ministry / Agency	Results / Outputs / Activities
Ministry of Transport and Civil Aviation (MoTCA)	<ul style="list-style-type: none"> NIBP has supported MoTCA in preparation of a comprehensive proposal for donation of buses by government of India for the Millie Bus unit of MoTCA. Continued follow up and support to MoTCA for bilateral meetings resulted in approval of the proposal by India which

Ministry / Agency	Results / Outputs / Activities
	<p>was announced by Hon'ble Prime Minister of India during his visit to Kabul in May 2011.</p> <ul style="list-style-type: none"> • NIBP also supported MoTCA in preparation of estimate and proposal for repair of 27 off-road Millie buses. This is expected to result in providing connectivity to at least 13,000 people in Kabul. • NIBP assisted the ministry in reviewing the security infrastructure of MoTCA building. The ministry is vulnerable to suicide attacks due to its proximity to important embassies and ISAF headquarters. Accordingly, as part of organizational capacity development initiatives of NIBP, a separate unit for overseeing security was incorporated in the new Tashkeel of the ministry. • A training course was designed for the regional airport managers of the ministry. The course will also include two weeks on the job training with two airports of the Airport Authority of India. NIBP also assisted the ministry in coordination with Singapore Aviation Academy for organizing customized courses in different areas of civil aviation. The courses were identified and a training plan was drawn. • NIBP assisted the ministry in planning and finalization of a training course for employees of the Millie Bus unit for developing their capacity in technical areas. The training shall be imparted by R M Asia, Kabul in Dari language in Kabul.
<p>Deputy Ministry of Youth Affairs (DMoYA), Ministry of Information & Culture (MoIC)</p> 	<ul style="list-style-type: none"> • Provincial Youth Shuras: In 2011, NIBP supported DMoYA in establishment of provincial youth Shuras under National Youth High Council and by the end of second quarter, the provincial youth Shuras have been established in all provinces through an election process. The last Shura was established in Kabul in the month of June 2011 where more than 700 youth from various parts of Kabul participated and elected their representatives. Through these Shuras, youth are being trained in peace building, reconciliation and community development in each province. • Youth Information and Contact Center (YICC): NIBP supported DMoYA in organizing action planning workshop on YICC review and assessment recommendations. A review and assessment of YICCs was carried out in 2010 by an independent consultant. The workshop on 21st May 2011 discussed the recommendations and arrived at an action plan to improve the efficiency and sustainability of YICCs. The action plan also includes a capacity development strategy for training of staff of provincial youth directorates and managers of YICC. • MoU with Internews and launch of Youth Media Festival: NIBP supported DMoYA in signing of MoU with Internews on 11th May 2011 and joint launch of Youth Media Festival on 25th May 2011 at Bagh-e-Babur. Hundreds of youth from all over Afghanistan attended the festival. The festival will culminate with celebration of

Ministry / Agency	Results / Outputs / Activities
	<p>International Youth Day on 12 August 2011. Under the MoU training of youth on media will be organized, seven new media centers in the provinces will be opened and Internews will support DMOYA in organizing International Youth Day.</p> <ul style="list-style-type: none"> • Support to ICT4Youth programme: NIBP supported DMOYA in implementation of ICT4Youth programme. Tests were conducted for 600 youth for admission of a fresh batch for the training. • Youth scholarship programme: NIBP supported DMOYA in organizing a conference of representatives of private universities to enlist their support for youth scholarships. • The conference was organized on 13th April 2011 at International Media Center of the Ministry of Information and Culture. Representatives of 10 private universities, representatives of Ministry of Higher Education (MoHE) and Members of Parliament participated in the conference. As a result of conference and support of the private universities, seven MoUs were signed for providing scholarship to 12,950 youths. Out of 12,950 scholarships, 4,000 scholarships will be full cost and rest of them will cover 90% of the cost. • Coaching: NIBP supported the Director (Communications) of DMOYA in developing a proposal and mobilizing resources to the tune of 16,000 USD for printing of Youth Magazine. The magazine will contain various articles, stories, case studies, reports, information, events and messages for enhancing the knowledge of Afghan youth and creating awareness among them. The overarching objective of this magazine is to stimulate positive energy among Afghan adolescents' and youth to prepare them for contributing in national development.
<p>Central Statistics Organisation (CSO)</p> 	<ul style="list-style-type: none"> • Improvement of methodology and sampling design of NRVA 2011: NIBP contributed to revision of the methodology and sampling design of National Risk and Vulnerability Assessment (NRVA) survey 2011. The NRVA is the only comprehensive nation-wide multi-purpose household survey in Afghanistan. The last 2007-08 NRVA is the third of three successive rounds of surveys, following NRVA 2003 and 2005. It provided information about 25 out of 49 MDG indicators, including national and regional poverty estimates of Afghanistan. The revision of sampling size and methodology will ensure more reliable, valid and comparable estimates of multiple indicators of ANDS and MDGs set for Afghanistan. The intervention by NIBP enhanced the technical capacity of CSO in understanding the intricacies involved in choosing suitable methodology and sampling design for multi-purpose household surveys. • Women's Empowerment and Gender Equality: NIBP supported CSO

Ministry / Agency	Results / Outputs / Activities
	<p>in substantially improving the draft report, "The Survey on Women and Men in Decision Making in Afghanistan", 2009 (Phase-I, Government) by actively participating in two consultative meetings and rendering constructive suggestions. Although the fieldwork of the survey was carried out long back, the report couldn't be prepared due to low analytical and report writing capacity. NIBP provided necessary support in this regard and the report is going to be released shortly. The empirical findings of the survey will help policy makers in devising sound policy on women's empowerment and gender equality.</p> <ul style="list-style-type: none"> • Capacity Development for Regional Cooperation: NIBP supported CSO in organizing the 3rd International Conference of the Heads of National Statistical Offices of Economic Cooperation Organization (ECO) Member Countries on 24th and 25th of May, 2011 in Kabul. Afghanistan is one of the ten ECO Member countries in the region and CSO, by hosting such conference, strives for regional cooperation in statistical activities, including application of the ECOSTAT, Regional Harmonized Statistical Methodology and Statistical Capacity Development as well as International Cooperation. NIBP enhanced the capacity of CSO in hosting such conference and contributed to its deliberations and resolution.
<p>Ministry of Labour and Social Affairs (MoLSA)</p> 	<ul style="list-style-type: none"> • MoLSA has undertaken the task of preparation of Strategic Plan document. NIBP drafted relevant chapters on Labor Affairs for the document. Also, a workshop was held on the strategic plan for Director level officers on 7th June 2011. • Learning lessons were held for departmental Managers on Project Management and Strategic Planning. Such classes are being held by the project in the ministry three times a week to strengthen the capacity of the ministry officials in common functions so that budget execution and implementation of development programmes improves. • NIBP supported the ministry in review and analysis of the ILO project on improving Labor Administration in Afghanistan. • An internal consultation workshop was organized in the ministry on 8th May 2011 to seek feedback on the draft Capacity Development Plan (CDP). Comments / suggestions were incorporated and the CDP was finalized.
<p>Ministry of Agriculture, Irrigation and Livestock (MAIL)</p>	<ul style="list-style-type: none"> • NIBP supported MAIL in drafting the National Saffron Policy for Afghanistan, as well as preparation of a 5 year plan to operationalise the same. • NIBP supported MAIL in preparation of a note regarding control measures for the pest - Melon Fly. The Technical Advisors Team (TAT) of the ministry reviewed the note and approved the measures

Ministry / Agency	Results / Outputs / Activities
	<p>suggested in the note.</p> <ul style="list-style-type: none"> • As a part of the Working Group of H.E. Minister for MAIL, NIBP reviewed the CBCMP (Capacity Building and Change Management Programme) of the ministry, supported by USDA (United States Department of Agriculture). • In order to improve the systems and procedures in the ministry for improved governance, NIBP helped the ministry in operationalizing an online calendar sharing system for meetings and public engagements for Minister's office and for all three Deputy Ministers' offices. NIBP also helped establish a central registry at the office of for all incoming and outgoing correspondences. • NIBP supported the office of the Chief of staff in preparation of the proposal for "Policy Analysis and Development" including budget, recruitment plan and deliverables. • A capacity development package for the Directorate of Chief of Staff was prepared in the form of a training plan. The plan aims to augment functional capacities of the personnel of Chief of Staff Office by developing skills in the areas of English, Computers, Performance support and Office filing system. NIBP also supported the Office of the Chief of Staff to help develop a budget for the Directorate. • As part of organizational capacity development initiatives of the project, NIBP prepared a revised Executive Support Structure for Admin Directorate in order to better align organizational structure for functional efficiency.
<p>Ministry of Information and Culture (MoIC)</p> 	<ul style="list-style-type: none"> • Copyright Act of Afghanistan: The copyright act of Afghanistan was passed in 2008. However Afghanistan became a member of the WTO in January 2011, following which the members of the WTO suggested 72 modifications in the Act in accordance with the Berne Convention. NIBP drafted the modified act and it is under submission to the working group for discussion. • Access to Information: NIBP assisted the ministry in drafting the Access to Information Law. This is now under submission to the Media High Council. • Restructuring of Bakhtar Information Agency: It is proposed to expand the role of Bakhtar Information Agency such that it does the function of a Media Information Center and also a News Agency. As part of organizational capacity development initiatives of the project, an organisational chart for both the functions of Bakhtar Information Agency was developed on the basis of the work flow for delivering news. The Plan is now being discussed within the ministry for necessary modifications, if any. • Automation of Bakhtar Information Agency: NIBP also drafted the

Ministry / Agency	Results / Outputs / Activities
	<p>automation requirements for the Bakhtar Information Agency, for the delivery of news.</p> <ul style="list-style-type: none"> • Broadcasting Policy of Afghanistan: NIBP is drafting the Broadcasting policy of Afghanistan which would outline the guidelines of the uplinking and downlinking of television signals from Afghanistan • Training State Owned Media Journalists: NIBP is training in batches of 15 journalists of the state owned media, in the areas of journalism, news editing, news writing and editorials. The impact of changes is visible in which the state owned Kabul Times English Daily started modifying its writing style accordingly. 

In addition to the NIBP support services to MoTCA, DMoYA, CSO, MoLSA, MAIL, and MoIC reported above, the GDPDM provided services of national Capacity Development Officers (CDOs) to the following ministries / agencies of the government: (1) Ministry of Public Works (MoPW), (2) Government Coordination Committee (GCC) of Ministry of Finance (MoF), (3) Procurement Policy Unit (PPU) of (MoF), and (4) Ministry of Communication and Information Technology (MoCIT). The services primarily included coaching and mentoring of counterpart staff and working with them on the day to day activities of respective ministry / agency. Important results / outputs in MoPW included support to Human Resource Department for preparation of Strategic Plan and Tashkeel for 1390, performance appraisal of the staff for 1390, and induction training programmes for newly recruited staff. In MoCIT, on-the-job training was conducted under a training plan covering ANDS, MDG, Gender, Pay and grading system, Civil Service law, etc. The support to MoF included coordination for JCMB meetings, Cluster meetings, and group discussions for preparation of National Priority Programs. The performance appraisal department of GDPDM closely monitored the work of these CDOs.

Further, the GDPDM provided services of 5 national Capacity Development Officers (CDOs) at sub-national level in provinces of Herat (1), Balkh (2), Nangarhar (1) and Kabul (1). These CDOs worked with provincial departments of assigned ministry through the regional offices of IARCSC and under the overall supervision and control of the Provincial Affairs Directorate

(PAD) of IARCSC. The CDOs were involved in implementation of CD activities under the overall framework of sub-national PAR. Important results / outputs / activities included:

- Support to IARCSC regional offices in conducting merit based recruitment, pay & grading and performance appraisal.
- Improvement in internal systems and procedures including work flow, record keeping and filing systems in offices.
- Support to provincial Capacity Building Working Group in monitoring the implementation of the Provincial Capacity Development Plan.
- Coaching counterpart staff in preparation of work plan and monitoring plan, report writing and proposal writing, project management, etc.
- Induction and familiarization course for all newly recruited staff from provincial offices of line ministries covering subjects such as new appointment procedure; appeal procedures; accounting manual; Public Finance and Expenditure Management law, Human Resource databases, Civil Service Law; IARCSC code of ethics; Labor law; asset management; MDG, ANDS, etc.
- Preparation of a proposal for new office building for IARCSC North Regional Office.
- Preparation of a proposal for printing of IARCSC manuals and guidelines.
- A three day workshop conducted in provincial Directorate of Woman Affairs of Balkh province on Gender, Employment Awareness and IARCSC Manuals & Guidelines. A total of 90 female university graduate students of Balkh University (in three batches of 30 students each) benefitted from the workshops.

In order to strengthen the CD activities of the project at sub-national level, the project placed two international Capacity Development Advisors (CDAs) in western region at Herat under the funding from Government of Itlay. A learning session was conducted on April 19, 2011 for the two new CDAs. The UNDP methodology for undertaking Capacity Assessment (CA) and preparation of Capacity Development Plans (CDPs) was introduced and discussed. The session enabled the two new CDAs to gain a better understanding of (a) UNDP's approach to CD, definitions, concepts, and applications; (b) What 'mainstreaming' capacity development entails; (c) What are CAs and CA-derived CD strategies; (d) What tools and methodologies are available; and (e) Preparation of CD Plans for ministries / agencies of Government of Afghanistan.

Important results / outputs / activities of CDAs in western region included:

- A Strategy Paper for capacity development at sub-national level in Afghanistan.
- Draft Capacity Assessment Framework and Approaches for capacity development at sub-national level.
- Establishment of an Inventory Control Systems for Department of Agriculture, Irrigation and Livestock (DAIL) in Herat based upon the Inventory Control System of MAIL in Kabul.
- Initial assessment of the capacity of DAIL's Cooperatives Development.
- A planning workshop was conducted on 7-9 and 12-13 June 2011 using the Logical Framework Approach to develop a strategic and operational plan up to 2014 in line with the National Agricultural Development Framework (NADF) and provincial priorities. Four programme profiles and investment plan will be developed in the

areas of a) agriculture production and productivity; b) natural resource management; c) economic regeneration; and d) organizational change management.

Indicator 1.2: Institutional and organizational CD of ministries / agencies of GIRA undertaken through provision of twinning arrangements with ministries / agencies of other regional governments.

NIBP's modality of 'twinning arrangements' as a capacity development tool essentially aims to develop partnerships between Afghan government ministries / agencies with corresponding ministries / agencies of a regional government for inter-governmental transfer of knowledge and skills. During the reporting period, a 'Twinning' MoU for cooperation in the field of public sector capacity development was signed on 5th May 2011 between the Afghanistan Independent Human Rights Commission (AIHRC) and the National Human Rights Commission (NHRC) of India. The AIHRC delegation was led by its Chairperson Dr. Sima Samar. Justice K. G. Balakrishnan, Chairperson, NHRC, India signed the MOU on behalf of NHRC, India. The signing of the 'Twinning' MoU is in alignment with the South-South cooperation modality of UN which promotes regional cooperation for development.

	
<p>Exchange of signed 'Twinning' MoU between Dr Sima Samar, Chairperson, AIHRC and Justice K. G. Balakrishnan, Chairperson, NHRC, India on 06/05/2011</p>	<p>Dr. Sima Samar, Chairperson, AIHRC and the Afghan Delegation interacting with the Chairperson and Members of NHRC, India on 06/05/2011</p>

The Afghan delegation held detailed discussions regarding the areas of cooperation with NHRC Chairperson Justice K. G. Balakrishnan and other members of NHRC, India namely Justice Govind Prasad Mathur, Justice B. C. Patel, Mr. P. C. Sharma and Mr. Satyabrata Pal. The discussions resulted in agreements on broad areas of support from NHRC, India to AIHRC through the MOU, which included but were not limited to the following:

- Development of legislative and institutional framework for promotion and protection of human rights of the vulnerable sections of the society i.e. women, children and persons with disabilities.
- Developing systems and procedures for (a) complaints handling mechanism; (b) investigation of human rights abuses; and (c) prevention of trafficking with special focus on women and children.
- Human rights education and development of manuals and literature for promotion of human rights awareness.

The Ministry of Information and Culture (MoIC) of GIRA signed two separate MOUs with Ministry of Information and Broadcasting of GOI and Ministry of Culture of GOI on 24th May

2011 and 27th May 2011 respectively. His Excellency Dr. Sayed Makhdoom Raheen, Minister of Information and Culture GIRA signed the MOU on behalf of GIRA. On behalf of GOI, the two MOUs were signed by Mrs. Ambika Soni, Hon'ble Minister for Information and Broadcasting and Ms. Kumari Shelja, Hon'ble Minister for Culture respectively. The MOUs lay the foundations of a CD support to MoIC in the field of Information and Culture. A work plan has been prepared to operationalize the twinning MOU and for undertaking CD activities under the MOU.



Exchange of signed 'Twinning' MoU between H. E. Dr Raheen, Minister of Information & Culture, GIRA and Mrs. Ambika Soni, Minister of Information & Broadcasting, GOI on 24/05/2011



H. E. Dr Raheen, Minister of Information and Culture, GIRA and Ms. Kumari Shelja, Minister of Culture, GOI signing the 'Twinning' MoU on 27/05/2011

The Afghan Delegation, led by H. E. Dr. Raheen, Minister for Information & Culture also underwent an exposure visit in Delhi to (a) Press Information Bureau (PIB), (b) Headquarters of DD News, (c) National Archives, and (d) National Gallery of Modern Art. The exposure visit resulted in better appreciation of emerging challenges in information dissemination to media, and how to channelize the government's perspective without distorting facts. The delegation witnessed and learnt about the working of 24 hour news channel on a full automation mode, reducing human intervention at various stages of production, post-production and on-air broadcast. The delegation was exposed to the techniques of integration of news text, news graphics and news video at one point and switching for simultaneous telecast of several channels including gathering of news from world over. The exposure visit also resulted in transfer of knowledge related to preservation of art and culture. The delegation learnt about the latest paper preservation techniques, lamination and fumigation of the documents to remove any pests residing in the documents, microfilming and digitization. In particular, the delegation witnessed that over 7,300 Persian documents, which refer to the Afghan history, are preserved, microfilmed and digitized by National Archives in India.



H. E. Dr Raheen, Minister of Information & Culture, GIRA visiting the main switch room at DD News, Delhi



H. E. Dr Raheen, Minister of Information and Culture, GIRA at National Archives, Delhi

On 30th May 2011, a twinning MOU was signed between Central Statistics Organization (CSO) of GIRA and Ministry of Statistics and Programme Implementation (MoSPI) of GOI for a capacity development support from MoSPI, GOI to CSO, GIRA in the field of statistics. H. E. Mr. Abdul Rahman Ghafoori, President General, CSO signed the MOU on behalf of GIRA. Dr. M. S. Gill, Hon'ble Minister of Statistics and Programme Implementation signed the MOU on behalf of GOI.



Mr. Abdul Rahman Ghafoori, President General, CSO, GIRA and Dr. M. S. Gill, Minister, MoSPI, GOI signing the 'Twinning' MoU on 30/05/2011



Mr. Abdul Rahman Ghafoori, President General, CSO and the Afghan Delegation with the faculty members of Indian Statistical Institute (ISI)

Following the signing of the MOU, the Afghan delegation led by the President General of CSO visited the subordinate/associated organizations/institutes of MoSPI, GOI such as National Sample Survey Office (NSSO), National Academy of Statistical Administration (NASA), Indian Statistical Institute (ISI) and Central Statistics Office (CSO) of India. The visits and discussions resulted in finalization of initial thrust areas for CD support such as human resource development of Afghan statistical personnel through training at institutes in India; priority to Afghan trainees in international training programmes undertaken for other countries including the SAARC countries; provision of PhD programme and masters' programme in quantitative economics; and research in quantitative economics for provision of expertise on various policy matters. A significant result of the exposure visit was the agreement on accommodating Afghan officers in different training programmes such as

induction training for Indian Statistical Service, reserving certain percentage of slots for Afghans in the foreign training programmes and support for development of legal framework for strengthening provincial statistical system.

Another twinning MOU, signed on 16th June 2011 during the reporting period, was between Ministry of Transport and Civil Aviation (MoTCA) of GIRA and Ministry of Civil Aviation (MoCA) of GOI for cooperation in the field of civil aviation to address critical capacity needs in Afghanistan. H. E. Dr. Daoud Ali Najafi, Acting Minister of Transport and Civil Aviation signed the MOU on behalf of GIRA. Mr. Vayalar Ravi, Hon'ble Minister of Civil Aviation signed the MOU on behalf of GOI. The Afghan Delegation led by H. E. Dr. Najafi also underwent an exposure visit to Airport Authority of India (AAI); Directorate General of Civil Aviation (DGCA), India; Bureau of Civil Aviation Security (BCAS), India; facilities at Delhi International Airport; and facilities of TATA Motors (for road transport – Millie Buses) at Delhi and Pune. The visits resulted in strengthened partnership related to civil aviation management and aviation security. The Afghan delegation in particular was exposed to public-private partnership in airport management resulting in better understanding of MoTCA senior management about a good regulatory framework for civil aviation sector.



H. E. Dr. Daoud Ali Najafi, Acting Minister of Transport and Civil Aviation, GIRA and Mr. Vayalar Ravi Minister of Civil Aviation, GOI discussing areas of cooperation after signing of the twinning MoU on 16/06/2011



H. E. Dr. Daoud Ali Najafi, Acting Minister of Transport and Civil Aviation, GIRA at the Air Traffic Control (ATC) tower at Delhi International Airport

Under the existing twinning arrangement with Korea International Cooperation Agency (KOICA), called the 'Joint Technical Cooperation Programme' for capacity development of Afghan civil servants, 3 training programmes of two weeks each were organized during the reporting period. The first course was on "Gender Equality Policy Development", the results of which are reported for indicator 1.3. The other two courses were on "Statistical Training" and "Labour Relations and Coordination", the results of which are presented below:

KOICA Training Course 2:

Course Title: Statistical Training for Afghanistan

Course Duration: May 26 - June 11, 2011

Course Objectives: The main objective of the program was to make the participants aware of the statistical system, international comparisons, and strategies for advancement of the statistical system. The course contents included methods of population projection, indicators of vital statistics, population structure and demographic dividend, poverty estimation from household survey, etc.

Training Organisation: Statistical Training Institute (STI), Korea

Outputs / Results achieved: The main benefit of the program to the participants, who were national government officials and experts at managerial level and are involved in statistical activities in Afghanistan, was to get good overview of different elements of statistics related fields. As a result of the programme, the participants became better equipped to contribute to the economic development of Afghanistan. Specifically, the participant gained knowledge on how changes occurred in Korean society and statisticians role haven been recognized. The participants extensively participated and learned statistics mainstreaming policies, statistics mainstreaming tools, and statistics important enhancement. The combination of lectures and study visits provided an opportunity to the participants to understand the program subjects more thoroughly.



Participants of the programme at the Statistical Training Institute, Korea



Lecture session for the participants of "Statistical Training for Afghanistan"

KOICA Training Course 3:

Course Title: Labour Relations and Coordination for Afghanistan

Course Duration: June 12 - June 25, 2011

Course Objectives: To enhance the understanding of the participants' of business operations and labor relations in the market economy leading to national and societal development.

Training Organisation: Korea International Labor Foundation (KOILAF)

Outputs / Results achieved: The programme resulted in improved knowledge and understanding of the participants about nation's economic development and labour relations.

In particular, the participants got familiarized with international system and policy for Human Resource Development (HRD) including supporting life-long education for employees, Job / skills development training, qualification certification system, nurturing industrial human resources and striking a balance between labor supply and demand. The participants understood as to how HRD ultimately contributes to sound development of national economy and the well-being of the public.

The participants also got familiarized with Korea's Employment and Labor Administration and Korea's Occupational Safety and Health System. Of particular relevance to Afghanistan was the enhancement of participants' knowledge of vocational training for the disabled and their employment promotions, supporting the disabled by improving their job skills, promoting employment of the disabled through online services and employer support program.

Other subjects that were covered during the training programme were Social Security System (social safety net, employment insurance including unemployment benefits, national pension system, national health system, and protection for socially underprivileged groups); labor relations (trade unions and collective bargaining, labor management council & labor relations laws, wages and working conditions, employed and wage workers, labor dispute settlement bodies, and mediation and arbitration procedures) and Social Dialogue System and Social Partners.



Group of Trainees for Course3



Participants in a training class

A total of 60 civil servants, as per the details given in the table below, underwent capacity enhancement during the three KOICA training programmes organized during the year so far.

SI	Course Title	Number of trainees				
		Total	Men	Women	National Level	Sub-national Level
1	Gender Equality Policy Development for Afghanistan	20	6	14	20	0
2	Statistical Training for Afghanistan	20	18	2	20	0
3	Labor Relations and Coordination for Afghanistan	20	18	2	12	8
Total		60	42	18	52	8

Korea is a successful example of a nation that has brought about development while simultaneously dealing with a crisis situation. The similarities of situations make the learning more useful and relevant for the Afghan civil servants. Apart from the technical learning, the overall experience of visiting a foreign country provided an exposure to the participants resulting into subtle / covert capacity development by way of confidence building.

Indicator 1.3: A gender mainstreaming strategy to bring about empowerment of women civil servants developed and implemented.

NIBP pursues to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. As part of gender mainstreaming initiatives of NIBP, one of the KOICA training courses conducted during the reporting period was devoted to "Gender Equality Policy Development for Afghanistan" the details of which are provided below:

KOICA Training Course 1:

Course Title: Gender Equality Policy Development for Afghanistan

Course Duration: May 15 to May 31, 2011

Course Objectives: The objective of the programme was to enhance the capacity of senior Afghan civil servants in design and implementation of Gender Policies as a strategy for national development.

Training Organisation: Korean Institute for Gender Equality Promotion and Education

(KIGEPE)

Outputs / Results achieved: The main benefit of the training programme was that the participants, many of whom were senior management level officials in the government got a good overview of the different elements that together form a sound gender balanced development strategy of a country. In addition to gaining an overall perspective, the participants also got an understanding of individual areas such as gender sensitivity enhancement, women's employment expansion strategy, women's rights issues, women's health issues, women & education, women's roles in development and development of women & international cooperation. The context of development of Korean society and women and gender policies of Korea reinforced the learning. The programme enhanced the overall knowledge and awareness of the participants about gender related development issues including women's integration into economic development.



Experiential learning : Visit of trainees to Sookmyung Women's University, South Korea



After a group work, Ms. Friba Charkhi, a trainee, presenting the action plan on "Women's participation in development of Afghan economy"

Indicator 1.4: Inter-ministerial Commission for Capacity Development (ICCD) in Ministry of Economy (MoEc) supported to serve as a government body to oversight, coordinate, advocate, monitor, and report to both government and donors on CD interventions in Afghanistan.

This activity of NIBP aims to provide support to the Inter-ministerial Commission for Capacity Development (ICCD) in the MoEc with an overall objective of strengthening institutional mechanisms within government of Afghanistan for capacity development. The project has placed two national Capacity Development Officers (CDOs) with MoEc to support ICCD secretariat functions. During the reporting period, 8th meeting of ICCD was conducted with active participation of government ministries / agencies and donor partners. An important outcome of the meeting was setting up of a technical working group for which the terms of reference were developed and meetings were conducted. Further several bilateral meetings

between the technical working group and individual ministries were supported to initiate a process of needs assessment and capacity development coordination.

Output 2: “Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)”.

Indicator 2.1: Institutional strengthening, organizational reforms and skills development undertaken in select government entities through provision of coaching and advisory services of CDAs in alignment with CTAP

Under this output, NIBP has a provision of providing services of CDAs to select ministries in alignment with the Civilian Technical Assistance Programme (CTAP) of the MOF. This output creates a window for donors to provide off-budget support to CTAP. Effective second quarter of 2011, NIBP activities in MoTCA and DMoYA and programmatic support to the capacity development cluster were taken up under funding from Japan, the results of which are reported in output 1.

Output 3: “PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established”.

Indicator 3.1: Institutional capacity of IARCSC strengthened for improved PAR Management and Coordination.

As part of activities under NIBP for the output which cater to capacity development of GDPDM, the project provided advisory services to GDPDM. The GDPDM of IARCSC is the lead department of IARCSC for undertaking institutional capacity development in Afghanistan for public sector. Important activities / outputs / results of NIBP advisory support to GDPDM are presented below:

- The GDPDM represented Afghanistan in the International Conference on Peace-building and State-building in DRC, Africa. NIBP supported GDPDM in preparation of notes and presentation on Afghan experience of Capacity Development and recommendations for future action resulting in advocacy of NIBP approach and strategy within the international working group on capacity development.
- NIBP provided support to the IARCSC dialogue with multiple donors on the topic of public administration higher education programs. The GTZ organized a two day conference on “Creating a Network of Public Administration Education in Afghanistan” in Mazar-e-Sharief on May 16-17, 2011. NIBP supported IARCSC in preparation and presentation of a strategic note on “Potential and Challenges of Public Administration Education in Afghanistan”.
- NIBP supported to GDPDM on representation of good governance effort in Afghanistan at the OECD conference in Liberia.
- The ongoing efforts of IARCSC in donor supported Technical Assistance harmonization were supported by NIBP through briefing papers and input on concept notes on programs such as GTZ’s Open Policy Advisory Fund (OPAF).
- NIBP provided support to the GDPDM for a dialogue with donors regarding On-Budget support and collaborative steps forward towards that goal, such as projects with Ministry of Finance, and also through in depth reviews of funding mechanisms.

- A pilot internal reporting mechanism for GDPDM was established which could be expanded to the internal IARCSC level, once successfully refined.
- The Donor Relation and Coordination Unit of GDPDM was supported on the development of a donor relations mechanism and review of internal information sharing mechanisms such as internal share drives.
- A guide was developed for GDPDM for gathering employee feedback for the purpose of organizational enabling environment evaluation. Coaching sessions were held to explain the guide and walk through the process.
- NIBP provided support to the GDPDM through initiation of a system to manage direct-hired international advisors. Proposed Standard Operating Procedures (SOP) were drafted and document templates were created through a consultative process.

The project also supported other departments of IARCSC namely the Civil Service Management Department (CSMD) and the public relations and media section of IARCSC. Important results / outputs / activities included:

- Preparation of a new proposal to bring changes in the organizational structure and ToRs of Tashkeel staff members.
- Preparation of a new structural model for the Reform Implementation and Management Units (RIMU) in different ministries and independent agencies.
- Preparation of newsletters and brochures to disseminate information on the reform process initiated by IARCSC.
- Advocacy and communication for IARCSC - Production of 12 twenty five minute Radio Programs which were broadcast from National Radio of Afghanistan; Writing 10 radio Spots each of one minute; Writing 6 TV Spots each of two minutes; Writing 3 Radio dramas each of seven minutes; Writing 2 TV dramas each of eight minutes; Supporting direction of 2 documentary films ("Reforms yesterday and today" and "Women in Civil Service Commission"); Writing a 13 minute tasks appraisal Clip for IARCSC which is shown in ministries; Support to production of a documentary film for Provincial Affairs Directorate of IARCSC; Editing 20 pashto central and provincial reports for the IARCSC weekly newspaper, brochures, Aghaze Tagheer Magazine and website; Supporting the direction of a 20 minute TV program for IARCSC; Articles in Dari and Pashto for IARCSC Radio programs (Reform, Progress and Development); etc.

Perception Survey – In order to conduct a Survey of the perception of the citizens about Afghan Civil Services, NIBP has engaged the services of ACSOR Surveys. During the reporting period, ACSOR completed the field work for 2,999 interviews. There were 1503 male and 1496 females respondents. ACSOR is now conducting further quality control on all the interviews. Training for the surveyors was conducted from June 9 to June 12, and the fieldwork was conducted from June 13 to June 22. The work was conducted by 298 interviewers. ACSOR used 146 female interviewers and 152 male interviewers. In order to control the fieldwork, 18.5% interviews were subject to quality control in the field. 2.9% (88 interviews) were directly monitored in the course of interview, while 15.6% (467 interviews) were subject to subsequent back-checks made by supervisors and managers in the field. It is now intended to complete data processing and review and begin the analysis of the data. The analysis will focus on assessing public perception of the Afghan government's delivery by its civil services throughout the country and the public perception of performance of Afghan civil servants in the delivery of services and governance in general.

Indicator 3.2: A National Training Policy developed.

Indicator 3.3: Operational capacity of Afghanistan Civil Service Institute (ACSI) supported.

Indicator 3.2: Operational capacity of RTCs and PTCs supported.

The activities 3.2, 3.3 and 3.4 all relate to CD of Afghanistan Civil Service Institute (ACSI) at the central level and Regional Training Centres (RTCs) and Provincial Training Centres (PTCs) at the sub-national level. On account of inadequate mobilisation of resources for these activities the project and because of other support available with the institute, the implementation of these activities did not commence. The UNDP has issued a clarification note to all donors as well as to IARCSC to the effect that the UNDP support for training institutes ceased to exist on full utilization of donor resources available with Afghanistan Sub-national Governance Programme (ASGP) for PTCs.

As part of training activities under the project, the one year internship programme under AusAID funding which had commenced in April 2010 was completed early during the reporting period. Kabul Engineering Technical NGO (KETN) implemented the one year programme in Trinkot, Uruzgan. The results of the internship programme have been reported in detail in the first quarter progress report.

Advocacy and Communication

NIBP has initiated documenting and sharing the successes of the project with the government partners and with other stakeholders like donors and other development agencies so as to communicate significant results of the project. In this regard, a success story on NIBP work in ministry of Information and Culture ('Kabul times' makeover - developing organizational capacities in ministry of Information & Culture) was prepared and submitted to UNDP communications unit for review and finalization.

NIBP also prepared four one pagers on specific results of NIBP in ministries / agencies where it is operational. These one pagers were (a) Strengthening enabling environment for good governance, (b) Providing opportunities for Afghanistan's youth, (c) Enhancing safety, security and reliability of aviation sector", and (d) Making affordable road transport accessible to Afghans. These were submitted to communication section in UNDP Country Office for further use.

Further, the NIBP "Fact Sheet" was updated during the reporting period and printed.

Capacity Development Cluster

The UNDP Afghanistan has advocated pursuing a cluster approach in implementation of its programmes / projects. The proposed clusters are thematic and one such cluster is on Capacity Development for which the NIBP was designated as the coordinator. The objectives of Member-based Substantive Cluster on Capacity Development is to provide guidance to UNDP projects for adopting a common approach on Capacity Development in its activities and facilitate knowledge management.

During the reporting period, support was provided to the CPR (Crisis Prevention and Recovery) unit and NDMP (National Disaster Management Programme) of UNDP on the conceptual issues related to Capacity Assessment of ANDMA (Afghanistan National Disaster Management Authority). Advisory support was provided to the National State Governance Project (NSGP) of UNDP on operationalization of the Capacity Development Task Force

(CDTF) being set up by NSGP for the office of Administrative Affairs (OAA) in the office of President. NIBP also provided inputs to the Capacity Development Review Mission of the World Food Programme (WFP) on CD initiatives of UNDP Afghanistan and also on the linkages between the various key capacity development programmes currently being implemented in Afghanistan.

As part of CD Cluster activities, NIBP supported capacity development in Independent Directorate of Local Governance (IDLG). Important results / outputs / activities included:

- Training material for Procurement and Financial Management trainings for PGOs (Provincial Governor Offices) & DGOs (District Governor Offices) were standardized and completed for the purpose of enhancing capacities of PGO & DGO staff in these areas.
- A learning session was conducted for the trainers of the Capacity Development Unit (CDU) of IDLG to develop amongst them a comprehensive understanding of processes related to Capacity Development such as how to conduct a structured and relevant (to the organization) capacity assessment. This resulted in enhanced capacity of CDU trainers to conduct capacity assessment of PGOs.
- An analysis of the past training programmes conducted by the training unit, CDU was completed.
- A Training Plan for the staff at sub-national level in Eastern, Northern and Central regions was finalized.
- A concept paper on developing training coordination mechanisms was prepared for use by IDLG to better manage training programmes in the provinces. Strategic goals of the learning and training unit in alignment with the national priority programme goals for IDLG were developed.

Policy Analysis and Development (PAD)

The UNDP Afghanistan has been supporting the ministries / agencies of GIRA in setting up units for policy analysis and development. Such capacity development strengthens the enabling environment. Given the nature of the activities that strengthens the institutions, effective 1st April 2011, the activities of PAD were merged with NIBP and the residual activities of PAD were taken over by NIBP in the following ministries / agencies:

- 1) Ministry of Agriculture, Irrigation and Livestock
- 2) Da Afghanistan Bank (DAB)
- 3) Ministry of Mines (MoM)
- 4) Ministry of Labour and Social Affairs (MoLSA)

The funds available with these ministries / agencies for implementation of PAD were also transferred to NIBP which were included in the NIBP Annual Work Plan (AWP) as a separate activity 5.

III. Implementation Arrangements

The Project is implemented through the Direct Implementation Modality (DIM) of UNDP. The IARCSC is the Government Cooperating Agency for the Project. The IARCSC is the governmental unit directly responsible for the government's participation in the Project. A Letter of Agreement (LoA) between the IARCSC and UNDP as per UNDP programming

guidelines places the IARCSC in lead role in managing the project with an aim to take the ownership, and be accountable for the implementation of the project. The GDPDM of the IARCSC is the Implementing Agency for the Project on behalf of IARCSC. The IARCSC has designated the Director General of the GDPDM as its representative for the Project, who performs the role and functions of Senior Beneficiary in the Project Board. The GDPDM is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of Project resources.

The Project Board consists of the Executive (IARCSC & UNDP) representing the ownership of the Project, the Senior Beneficiary (GDPDM, IARCSC) representing interests of those who will ultimately benefit from the project, and the Senior Supplier (UNDP and Donors) representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Local Governance and Administration (LGA) Unit of UNDP Country Office undertakes the role of Project Assurance and supports the Project Board by carrying out objective and independent project oversight and monitoring functions.

IV. Challenges/Risks/Issues

Challenges

NIBP positioning vis-à-vis other CD projects

On account of emergence of other CD projects, e.g., Civilian Technical Assistance Programme (CTAP) of Ministry of Finance (MoF), NIBP faces the challenge of healthy competition. This calls for appropriate positioning of NIBP vis-à-vis other CD projects under implementation in Afghanistan. An associated challenge is related to other projects affecting the market share of NIBP in terms of the area or spread of operation. The challenge is being addressed by promoting and disseminating the comprehensive CD approach of NIBP.

Resource mobilization

The current resources available with the project can support a moderate scale of operation. More resources would be needed to expand the operations to the full scale as intended in the project document.

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. The project strives to put in place measures to follow UNDP security guidelines and to be MOSS (Minimum Operations Security Standards) compliant in all its operations.

Frequent changes in senior management in partner ministry/agency

Frequent change of the top leadership in a ministry is a known phenomenon in ministries / agencies in GIRA. This results in disruption of day to day activities of the ministry. This is also a de-motivational factor for the government counterparts as a frequent change at the top brings changes in their work areas. This is a perennial risk. The project addresses this by

focusing its activities on overall organizational and systemic change management to reduce risks arising out of change of individuals and also by working with various hierarchical levels within the ministry to increase the spread and to diversify the risk.

Issues

Expansion of project activities at sub-national level

For NIBP's institution building CD work to truly make a difference, it needs to have a wider presence at the sub national level. Accordingly, appropriate attention is being given to build up synergies between UNDP projects already working in the provinces and also care is being taken to avoid creation of redundancies.

Integrating NIBP office with government partner

Though NIBP is a direct implementation modality (DIM) project, a conscious effort was made to put the government partner, i.e., GDPDM, IARCSC in lead and to integrate the project office within GDPDM. This is to ensure that the capacity development efforts of UNDP are Afghan led and in alignment with the actual requirements.

V. Lessons Learnt

An important lesson of project implementation so far has been related to the requirement of its positioning as a CD project as against other projects which depend on Technical Assistance under the garb of CD. The distinguishing features of NIBP in terms of its design and approach needs to be highlighted and disseminated. This was achieved effectively during the reporting period through CDP presentation workshops by partner ministries.

The strength of NIBP is its model of large outreach wherein it operates through teams of advisors placed in different ministries/agencies. However, the common approach of the project in different partner ministries / agencies meets with varying degree of success. The expectations of capacity development therefore need to be realistic.

Lastly, there is a need to develop mechanisms and indicators for measuring results and achievements of CD efforts at all levels.

VI. Future Plan

"Institution Building" at central level through "advising" and "coaching and mentoring" is a niche area of NIBP and shall continue to be the priority in 2011. However, for good reasons, the priority is shifting to capacity development at sub-national level. NIBP expanded its operations to western region during the reporting and will further expand its operation to northern region and central highlands in coming quarter.

The activities of 2011 will include continued services in ministries / agencies with renewed focus on policy advice along with coaching. Accordingly, Policy Analysis and Development component of the project shall be strengthened.

Finally, in line with the proposed "transition" to development being increasingly "on-budget" and government led, plans will be drawn and consultative process will commence to move the project implementation from "DIM" to "NIM" modality.

VII. Financial Information

Table 1: Total Income and Expenditure

Donor	Income			Expenditures			Balance	Remarks
	Total Commitment (approx US\$) (a)	Total Received (approx US\$) (b)	Total Receivable (approx US\$) (c)=(a-b)	Total Cumulative Expenditures as of Dec 2010 (US\$) (d)	Total Expenditure from Jan to June 2011 (US\$) (e)	Total Expenditures (US\$) (f)=(d+e)	Total Received minus Total Expenditures (US\$) (g)=(b-f)	
Australia	225,630	225,630		120,712	103,812	224,524	1,106	
CIDA	490,028	490,028		36,380	39,590	75,970	414,058	
Japan	2,000,000	2,000,000			1,144,841	1,144,841	855,159	
India	4,320,000	2,160,000	2,160,000		590,413	590,413	1,569,587	
Italy	1,233,046	1,233,046		37,655	514,206	551,861	681,185	
SDC	1,807,709	935,546	872,163		281,859	281,859	653,687	
UNDP	2,054,362	2,054,362		2,054,362		2,054,362		
Total	12,130,775	9,098,612	3,032,163	2,249,109	2,674,721	4,923,830	4,174,782	

Note :

- i) Expenditure reported for the accounting period is provisional
- ii) Income received in currency other than USD is approximated to USD based on UN exchange rate.

Table 2: Expenditure by Outputs (Quarter 2 of 2011)

Project Output		Budget AWP 2011 (US\$)	Total Expenditure from Jan to June 2011 (US\$)	Delivery Rate (%)	Remarks
Output_1	Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives	2,767,241	1,410,298		
	GMS	208,287	98,721		
Subtotal		2,975,528	1,509,019	50.71%	
Output_2	Institutional and Organizational capacity development of select government entities through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)	464,100	37,000		
	GMS	34,932	2,590		
Subtotal		499,032	39,590	7.93%	
Output_3	PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	1,589,621	723,034		
	GMS	119,648	50,613		
Subtotal		1,709,269	773,647	45.26%	
Output_4	Project Management Support	563,480	329,407		
	GMS	42,413	23,058		
Subtotal		605,893	352,465	58.17%	
Total		5,789,722	2,674,721	46.20%	

Table 3: Expenditure by Donors (Quarter 2 of 2011)

Donor	Project output	Budget AWP 2011	Total Expenditure from Jan to June 2011	Delivery Rate (%)
AusAID	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	97,021	97,021	
	GMS	7,303	6,791	
Subtotal		104,324	103,812	99.51%
CIDA	Output 2: Institutional and Organizational capacity development of select government entities through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)	464,100	37,000	
	GMS	34,932	2,590	
Subtotal		499,032	39,590	7.93%
Japan	Output 1: Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives	403,500	363,201	
	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	1,100,900	584,742	
	Output 4: Project Management Support	355,600	122,002	
	GMS	140,000	74,896	
Subtotal		2,000,000	1,144,841	57.24%
India	Output 1: Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives	1,004,400	551,788	
	GMS	75,600	38,625	
Subtotal		1,080,000	590,413	54.67%
Italy	Output 1: Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives	812,341	358,122	
	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	156,100	3,538	
	Output 4: Project Management Support	120,000	118,906	
	GMS	81,925	33,640	
Subtotal		1,170,366	514,206	43.94%
SDC	Output 1: Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives	547,000	137,187	
	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	235,600	37,734	
	Output 4: Project Management Support	87,880	88,499	
	GMS	65,520	18,439	
Subtotal		936,000	281,859	30.11%
Total		5,789,722	2,674,721	46.20%

ANNEXES**Annex 1 - Reporting on Results and Impact**

Result/Goals	Performance Indicators	Baseline Info	Performance Benchmark and Targets	Implementation Progress in reporting period	Gender Rating
Strengthening Institutional and Organizational capacity of select government entities	# of CD plans prepared	# of CD plans prepared - 0	# of CD plans prepared - 10	6 updated CD plans were prepared (MoTCA, DMoYA, CSO, MoLSA, MAIL, and MoIC)	2
	# of civil servants trained in core functions and technical capacities	# of civil servants trained in core functions and functional capacities - 0	# of civil servants trained in core functions and functional capacities - 500	# of training participants - 142 + 226 = 368 # of Coachees - 37	2
	# of manuals / user guides prepared to bring about systems improvement	# of manuals / user guides prepared to bring about systems improvement - 0	# of manuals / user guides prepared to bring about systems improvement - 10	# of manuals / user guides prepared to bring about systems improvement - 2	1
	# of twinning arrangements in place	# of twinning arrangements in place - 0	# of twinning arrangements in place - 12	# of twinning arrangements in place - 7 (MAIL-2, AIHRC, MoIC-2, CSO-1, MoTCA-1)	0
CD and Advisory support in alignment with CTAP	Indicators: same as output_1	Baseline: merged with output_1	Targets: merged with output_1	Activity not undertaken during the reporting period.	---
Institutional CD of IARCSC and support to Training Institutes	CSMD strengthened for effective supervision of PAR	CSMD strengthened for effective supervision of PAR - no support	CSMD strengthened for effective supervision of PAR - continued support	Activity not undertaken during the reporting period.	1
	GDPDM strengthened for effective management of programs of IARCSC	GDPDM strengthened for effective management of programs of IARCSC - limited support	GDPDM strengthened for effective management of programs of IARCSC - continued support	The GDPDM is being supported by UNDP under NIBP as well as by WB under MCP for developing and maintaining its good capacity to deliver efficient and effective services.	1

Gender Ratings:

0= Output is not expected to contribute to gender equality in a noticeable way

1= Gender equality is not one of the reasons for having this output. Nevertheless, some aspects of the output- perhaps one of the activities- is expected to promote gender equality.

2= Gender equality is not the main objective of the output, but the output is expected to promote gender equality in a significant way.

3= The achievement of the gender equality is an explicit objective of the output and the main reason that this output was planned.

Annex 2 - Policy and Knowledge Products

Name of Project: National Institution Building Project (NIBP)

Reporting Period: April to June 2011

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	*Total Budget or Cost in USD
1	A comprehensive proposal for rehabilitation of public transport system in Afghanistan with special focus on donation of 1,000 buses by Government of India to MoTCA.	NIBP CDA and Advisor from US Embassy	Senior officers including Deputy Minister and Minister of MoTCA, US Embassy, Indian Embassy, and Millie Bus Unit.	April 2011	---
2	Capacity Development Plan (CDP) for MoTCA	NIBP CDA	Senior officers including Deputy Minister and Minister of MoTCA ,Officers of US Embassy, ISAF, and other international experts working with MoTCA	May 2011	---
3	A concept note highlighting important role of human resource development in transition of civil aviation infrastructure in Afghanistan.	NIBP CDA	Senior officers of MoTCA	May 2011	---
4	Capacity Development Plan (CDP) for Deputy Ministry of Youth Affairs (DMoYA)	NIBP CDA	DMoYA, UNICEF, UNFPA, ISAF, NGOs, Private partners	April 2011	---
5	Youth Communications and Networking strategy	NIBP CDA	DMoYA, UN agencies, NGOs, CSOs	May 2011	---
6	MoU between DMoYA and Internews	NIBP CDA	DMoYA	May 2011	---
7	MoU between DMoYA and ACTED	NIBP CDA	DMoYA	June 2011	---
8	MoUs between DMoYA and private universities	NIBP CDA	DMoYA	April - June 2011	---
9	Capacity Development Plan (2011-14) of CSO	NIBP CDA	President General and all Heads of Departments of CSO, Donors and other external Stakeholders	June 2011	---

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	*Total Budget or Cost in USD
10	Capacity Development Plan (CDP) for MoLSA (Labour Affairs)	NIBP CDA	Ministry Senior Management and staff, Trade Unions, Donors	June 2011	---
11	National Saffron Policy for Afghanistan (draft)	NIBP CDA	MAIL, NIBP	May 2011	---
12	A 5 year plan to operationalise the National Saffron Policy for Afghanistan	NIBP CDA	HE Minister, DM Technical, Technical Advisors Team, NIBP	May 2011	---
13	Strategy note on recommended control measures to contain the problem of Melon Fly in Afghanistan	NIBP CDA	HE Minister, FAO, Plant Protection Directorate, NIBP	May 2011	---
14	Capacity Development Plan (CDP) for MAIL	NIBP CDA	HE Minister, Deputy Minister Technical, DG Policy & Planning, DG PICU, Director HR, NIBP	June 2011	---
15	A computerized central registry system for MAIL	NIBP CDA, NATO Advisor	Chief of Staff, NATO Advisor, IT Directorate, MAIL	May 2011	---
16	Capacity Development Plan (CDP) for MoIC (Information)	NIBP CDA	Ministry Senior Management and Staff	June 2011	---
17	Model Code of Conduct for Journalists	NIBP CDA	Journalists and Media, MoIC	April 2011	---
18	Access to Information Bill	NIBP CDA, IARCSC	Civil Society, Citizens, Media, NGOs, Activists	May 2011	---
19	Strategy for expanding the role of Bakhtar News Agency (BNA)	NIBP CDA	MoIC, BNA	June 2011	---

*Work carried out by NIBP CDAs without any incremental cost to the project

Annex 3 - Training and Capacity Development Outputs

Name of Project: National Institution Building Project (NIBP)

Reporting Period: April to June 2011

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	Study and exposure visit for senior officers of CSO including H. E. President General	29 th May to 4 th June 2011 Delhi, India	CSO	3	The study and exposure visit sensitized the senior management of CSO about best practices in the area of data collection and interpretation for official statistical system. The Afghan delegation identified some potential areas which they would like to adopt for improving data collection and interpretation for the official statistical system in Afghanistan.	USD 7,000
2	Study and exposure visit for senior officers of MoTCA including H. E. Minister	15 th June to 19 th June, Delhi, India	MoTCA	4	The study and exposure visit sensitized the senior management of MoTCA about best practices in the area of airport infrastructure management, safety and security oversight. The delegation was also exposed to the best practices in the area of management of public transport system. The Afghan delegation identified some potential areas which they would like to adopt for improving air and public transport system in Afghanistan.	USD 6,000
3	Coaching session on improving maintenance facilities for public transport buses	22 nd June, 2011, MoTCA	MoTCA	5	The workshop helped in sensitizing senior management about the importance of maintaining public transport buses for providing better services to the people.	Conducted by NIBP CDA
4	Coaching classes on empowerment of women	1st week of April 2011, MoTCA	MoTCA	3	Coaching classes helped the officers to understand challenges of women empowerment in Afghanistan.	Conducted by NIBP CDA

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
5	One day conference of private universities of Afghanistan to receive their support for providing professional training to youth	April 2011, Kabul	DMoYA and youths	12	As a result of the continued efforts of NIBP DMoYA is able to sign a number of MoUs with private Universities for providing scholarships to the youth of Afghanistan	Conducted by NIBP CDA
6	Action Planning Workshop on YICC review and assessment recommendations	May 2011, Kabul	DMoYA, YICC managers and provincial youth directorates	20	Improved efficiency and sustainability of the Youth Information and Contact Centers (YICC)	Organised by DMoYA and supported by NIBP CDA
7	Training on Proposal Writing and Resource Mobilization	May 2011, Kabul	DMoYA	10	At least two proposals were developed and resource mobilized to the tune of 25,000 USD	Conducted by NIBP CDA
8	On the job training in selected functional area / common functions	April – June 2011, Kabul	DMoYA	20	Improved skills and understanding of common functions of the Government	Conducted by NIBP CDA
9	Functional and Statistical Capacity Assessment of CSO	April, Kabul	CSO and Donor Organisations	15	Self-assessment and awareness of existing capacity at enabling environment, organisational and technical levels	Conducted by NIBP CDA
10	Statistical Training for Afghanistan	26 May - 11 June, Korea	CSO and MoFA	20	Enhanced knowledge and skills on official statistics and their application for improved socio-economic policies and plans in Afghanistan	Conducted in partnership with KOICA
11	Gender Equality Policy Development for Afghanistan	May 15 to May 31, 2011, KIGPE, Korea	Afghan civil servants from MoWA and other ministries / agencies	20	Enhanced capacity of senior Afghan civil servants in design and implementation of Gender Policies as a strategy for national development	Conducted in partnership with KOICA
12	Labour Relations and Coordination for Afghanistan	June 12 - June 25, 2011, KOILAF, Korea	MoLSA	20	The main objectives of the programme were to enhance the understanding of the participants' of business operations and labor relations in the	Conducted in partnership with KOICA

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
					market economy leading to national and societal development.	
13	Work shop on CDP for director level officers	8 May, Kabul	MoLSA	10	Created awareness on capacity development issues	Conducted by NIBP CDA
14	Workshop on Strategic Plan for Director level officers	7 June,DMoLA	MoLSA	10	Created awareness and learning on strategic planning methodology, definitions and structure	Conducted by NIBP CDA
15	Learning and Training Lessons on Report Writing	April 2011, Kabul	Social Protection Directorate, MoLSAMD	10	Capacity development in different aspects of Report writing skills	Conducted by NIBP CDO
16	Learning and Training Lessons on Project Management-Strategies for success etc	June,2011(on going)	Directorate of Policy and Planning, MoLSAMD	11	Improved knowledge on different aspects of project planning and execution	Conducted by NIBP CDO
17	Study and exposure visit for senior officers of MoIC including H. E. the Minister	24 th to 28 th May 2011, Delhi, India	MoIC	3	The study and exposure visit sensitized the senior management of MoIC about best practices in the information management.	USD 6,500
18	Training of State Media Journalists	May Last Week 2011 onwards	Journalists from State Owned Media viz Kabul Times, Anees, Hewat, Islah, RTA and Bakhtar News Agency	30	Training in News Reporting, News Writing, Editing, Anchoring and News Management. The first batch of journalists, who underwent training, are changing their writing style and are becoming more direct in presenting the news.	Conducted by NIBP CDA
			Sub-total	226		
	2 nd Youth Congress to train youth to prevent them from using drugs	June 2011, Kabul	DMoYA and Ministry of Counter narcotics	200	Youth are better trained in counter narcotics	Organised by DMoYA and supported by NIBP CDA

Annex 4 - RISK LOG

Project Title: National Institution Building Project (NIBP)					Award ID: 00058898		Date: 1st July, 2011		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political Uncertainty	January 2010	Political	Destabilization of operations due to instability in ministries/agencies P = 3; I = 4	Use of gradual approach for scaling up of operations	UNDP CO senior Management	Project Officer	July 2011	Reducing
2	Security of International staff	January 2010	Environmental	Violation of safety of project staff P = 3; I = 5	Full compliance of all security and MOSS guidelines + Operation in safe provinces	Project Manager	Project Officer	July 2011	Increasing
3	Change of senior management in ministry/agency	February 2010	Organizational	Disruption in smooth operation and delays in execution P = 3; I = 2	Emphasis on organizational reform + Interaction with all management levels	Project team in ministry / agency	Project Officer	April 2010	No change
4	NIBP positioning vis-à-vis other CD projects	January 2010	Strategic	Duplication and redundancies in ministries P = 3; I = 2	Detailed and regular dialogue with CTAP + CD Plans and UNDP approach to CD presentation workshops to establish uniqueness of NIBP	Project Manager	Project Officer	July 2011	Reducing

Annex 5 - ISSUE LOG

ISSUE LOG						Date:	1 st July, 2011
Award ID:		00058898	Project:		National Institution Building Project (NIBP)		
ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	
1	Financial	January 2010	Resource Mobilization	High	October 2010	Project Manager	
2	Operational	April 2010	Coordination of project activities at sub national level	Medium	July 2011	CD Program Officer	
3	Organisational	January 2010	Integrating NIBP office with government partner	Medium	October 2010	Operations Manager	
4	Operational	January 2011	Transport for NIBP nationals and internationals	High	July 2011	Operations Manager	