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# NATIONAL INSTITUTION BUILDING PROJECT

2013 FIRST QUARTERLY PROJECT PROGRESS  
REPORT

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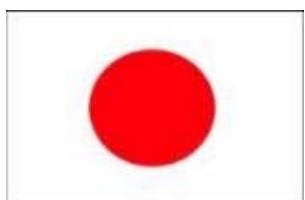
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## PROJECT INFORMATION

Project ID:	00058898
Duration:	January 2010 - December 2013
ANDS Component:	Governance, Rule of Law, and Human Rights
Contributing to NPP:	NPP3
CPAP Component:	Strengthening Democratic Governance
Strategic Plan Component:	National Ownership, Capacity Development, South-South Cooperation, Democratic Governance
Total Budget:	USD 6,682,255
Implementing Partner	UNDP
Responsible Parties:	Independent Administrative Reform and Civil Service Commission & UNDP
Project Manager:	Sultan Hajiyeve
Chief Technical Advisor:	Sultan Hajiyeve
Responsible Programme Officer:	Noorullah Ahmadzai

COVER PAGE: Director General of MoCI, Abdul Rahim Saeedi, participating in an NIBP Exposure Visit to an Industrial Incubator Centre, New Delhi, India. On display is a soy milk production unit. © Sanoj Kumar Jha / UNDP

## ACRONYMS

ANDS	Afghanistan National Development Strategy
AWP	Annual Work Plan
CD	Capacity Development
CDA	Capacity Development Advisor
CSTPA	Customized Statistical Training Programmes for CSO/Afghanistan
CSO	Central Statistic Organization
DAIL	Department of Agriculture, Irrigation and Livestock
DMoYA	Deputy Ministry of Youth Affairs
DoLSAMD	Department of Labor, Social Affairs, Martyrs and Disabled
GDP	Gross Domestic Product
GDPDM	General Director of Programs' Design and Management
GM	Gender Mainstreaming
GoIRA	Government of the Islamic Republic of Afghanistan
IARCSC	Independent Administrative Reform and Civil Service Commission
ICCD	Inter-Ministerial Commission for Capacity Development
IoD	Institute of Diplomacy
ISAF	International Security Assistance Force
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture, Irrigation & Livestock
MDG	Millennium Development Goals
MoCI	Ministry of Commerce and Industry
MoCIT	Ministry of Communication and Information Technology
MoE	Ministry of Education
MoEc	Ministry of Economy
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoIC	Ministry of Information and Culture
MoJ	Ministry of Justice
MoLSAMD	Ministry of Labor, Social Affairs, Martyrs and Disabled
MoM	Ministry of Mines
MoPH	Ministry of Public Health
MOSS	Minimum Operational Security Standard
MoTCA	Ministry of Transport and Civil Aviation
MoU	Memorandum of Understanding
MoWA	Ministry of Women's Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NIBP	National Institution Building Project
NPP	National Priority Program
NRVA	National Risk and Vulnerability Assessment
PAR	Public Administrative Reform
SMEs	Small and Medium-sized Enterprises
UN	United Nations
UNDP	United Nations Development Programme

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## I. EXECUTIVE SUMMARY

The National Institution Building Project (NIBP) provides salient support to the Government of the Islamic Republic of Afghanistan during a historic period of transition as international forces and direct support steadily withdraws. Now more than ever the citizens of Afghanistan look to the government as the elections of 2014 draw near, and nowhere is the embodiment of government more pronounced to its citizenry than through its civil servants. By strengthening their capacity at the national and subnational levels, NIBP directly contributes to the stability of the nation in a time of trepidation.

For the Ministry of Commerce and Industry, NIBP concentrated efforts on introducing the concept of a government-sponsored Industrial Incubation Center for Small and Medium-sized Enterprises. To enhance economic data collection and analysis in the Central Statistics Office, NIBP facilitated a customized, hands-on training program for officials in New Delhi, India. Within the Ministry of Transport and Civil Aviation, NIBP has supported the groundwork for developing a metro transportation system in Kabul by assisting the policy development of this initiative. To enhance the ministerial management and technical staff capabilities within the Deputy Ministry of Youth Affairs, NIBP conducted workshops on management and correspondence to improve organizational effectiveness and strengthen their advocacy for the youth of Afghanistan.

NIBP efforts have also led to significant achievements at the subnational level. For the Ministry of Agriculture, Irrigation & Livestock, NIBP facilitated a South-South Cooperation Agreement with Tajikistan. Next, the project conducted a transformative exposure visit under the agreement for agriculture officials from the province of Balkh on plant protection, quarantine and quality control. In Herat's Department of Education, over 60 civil servants benefitted from coaching and mentoring from National Capacity Development Advisors (CDAs), of whom 61% were women. Both National CDAs assigned to the Department of Economics in Herat, and those supporting the ministry are also successful in GM efforts with women consisting of 26% of the participants in training programs and workshops in an array of fields.

In support of the Independent Administrative Reform and Civil Service Commission, NIBP had strategically placed eleven national and international CDAs in regional centers to conduct capacity assessments of the Civil Service Commission (CSC) offices, design capacity development plans, and network with other donor and international organizations working within their respective regions to enhance support to the Afghan Civil Service. One of their key mandates is to support the provincial CSC in the hiring of women. To this effect and in collusion with the Provincial Capacity Development Team of Balkh, NIBP conducted a workshop for 240 women who are candidates for civil servant entrance exam.



## II. RESULTS

### A. OUTPUT 1: Organizational capacity in specified areas within select government entities strengthened.

At the close of Q1, NIBP was on target for some outputs, and below target for others. As the year progresses and project outputs are ramped up, NIBP anticipates being on track to meet quarterly and annual targets. In 34 workshops, training programs and exposure visits, over 900 civil servants increased their personal and professional capabilities in an array of skillsets from managerial and leadership, to technical and administrative; of which 24.6% were women. Notably, NIBP facilitated eight trainings or exposure visits abroad, all of which utilized South-South Cooperation Agreements. Although each area of support is not the “End All” in Capacity Development efforts, the collective efforts of NIBP contribute to a capable civil service in the closing days of direct multi-national support efforts.

#### **Provision of Services of Capacity Development Advisors (CDAs)**

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 the first quarter of 2013, NIBP continued to provide capacity development advisory and training services at the national (ministerial) and sub-national (departmental) levels. The sixteen ministries in which NIBP is currently engaged at the national level include:

- Ministry of Transport and Civil Aviation;
- Ministry of Agriculture, Irrigation & Livestock;
- Ministry of Education;
- Deputy Ministry of Youth Affairs;
- Ministry of Information and Culture;
- Ministry of Labor, Social Affairs, Martyrs and Disabled;
- Central Statistics Office;
- Ministry of Mines;
- Ministry of Public Health;
- Ministry of Communication and Information Technology;
- Ministry of Commerce and Industry;
- Ministry of Economy;
- Ministry of Rural Rehabilitation and Development;
- Ministry of Finance;
- Ministry of Foreign Affairs; and
- Ministry of Justice

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

### **A change in Project Output Statements and Indicators**

As per the recommendations in the Mid-term Evaluation in October, 2012, the project indicators were changed to more adequately reflect successes and shortcomings of the project. Project baselines were calculated for NIBP outputs in each ministry utilizing 2012 data; and in line with recommendations of the Mid-Term Evaluation, the projects Output Statements have been redefined to be clear and concise. These changes to the project M&E system were presented and approved during the 7<sup>th</sup> Project Board Meeting held in February, 2013.

Once the baselines were established, a tailored Monitoring Plan was designed for each ministry in collaboration with the CDAs serving in their respective ministries. For those ministries in which there were no national or international CDAs present, an average was extrapolated from the 2012 data and set as the generic target for 2013.

For Q1, NIBP is aiming for 20% achievement rate in order to be considered on target; 25% in Q2; Q3, which is a peak period in the project cycle, aims for 30%; and 25% in Q4. In addition to the 16 ministry-specific monitoring plans is Output 1.17 which is in compliance with the efforts of UNDP Afghanistan to significantly increase efforts towards addressing gender disparities in the country. It states that NIBP aims to strengthen the institutional and organizational capacity of selected ministries developed specifically in the area of gender equity.

In specified cases where NIBP has placed CDAs at the subnational level, a set percentage of beneficiaries must come from the provinces. Notably, if a ministry has been added to NIBP's partnerships in 2013, a Capacity Development Plan is also required. Unfortunately at the close of Q1, Project M&E was not adequately staffed to accurately report on indicator 3: 50% of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learnings in their work-place. However, efforts were made to generate data in select areas which will be reflected below. In regards to all other indicators, the outputs below represent NIBP's efforts in each partnering ministry.

In regards to the indicator on policy development support to the ministry, NIBPs support is provided on an as-needed basis depending on the requests from the ministry and can consist of any part of the policy development process, and at each step in the process there is a tangible indicator. For example, once an issue has been identified and a national assessment made, there may be need for a feasibility study in which case the ministry may request support from NIBP. In turn, NIBP hires a short-term consultant to conduct the

study and the approved final report is then the indicator that the study has been completed. NIBP's role may be involved at each and every step, or may only be required at certain points in the policy development process.

Policy Development Process									
Identification of issues	National Assessment	Feasibility Study	Output identification	Strategic Interventions	Implementation of Interventions	Monitoring of Outputs	Policy Development	Strategic Policy Formulation	Implementation of Strategy

While NIBP's achievement this first quarter was quite positive, there was room for improvement to meet the 20% target for Q1. The main reason was the internal UNDP delay in approving NIBP's Annual Work Plan which led to inevitable postponements, adversely affecting the Q1 targets.

### Overview of NIBP Achievements in Output 1 by Indicator

- 1.1.1: 1000 civil servants supported through training programs, workshops and exposure visits: 824 civil servants supported.
- 1.1.2: 250 women (25% of total) are supported through training programs, workshops and exposure visits: 203 women civil servants (24.6% of participants) supported.
- 1.1.3: 50% of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learnings in their work-place: At the close of Q1, Project M&E was not adequately staffed to report on this indicator.
- 1.1.4: 5 national or institutional policies supported by NIBP in the process of development: 9 national or institutional policies supported by NIBP.
- 1.1.5: 12 training programs or exposure visits utilizing a South-to-South Cooperation Agreement: NIBP facilitated eight training programs or exposure visits abroad utilizing South-to-South Cooperation Agreements to China, India, Malaysia, and Tajikistan.

### Output 1 Results per Ministry

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

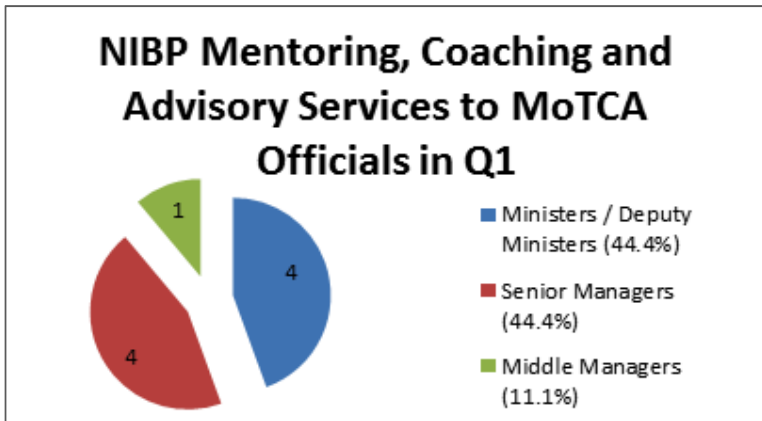
The annual target for MoTCA is 240 civil servants supported through training programs, workshops and exposure visits related to civil aviation, transportation and associated issues in 2013, of which 25% are women. In 2012, NIBP supported 212 civil servants through training programs, workshops and exposure visits, of which 46 (22%) were women. During the first quarter, 20 civil servants including four women attended a workshop on Public Private Partnership. The outcome was increased awareness and familiarization for key civil servants on the basic concepts of Public Private Partnership.



Specifically, NIBP aims to facilitate six training programs or exposure visits utilizing a South-to-South Cooperation Agreement, however none were conducted in this quarter. NIBP also aims to support two national or institutional policies to support the handover of

aviation responsibilities from ISAF and the transportation sector. To support establishing the organizational structure of the Civil Aviation Authority, NIBP provided advisory services for senior management to align the provisos enunciated in the Civil Aviation Law. The outcomes of this ongoing support will be seen in future developments.

NIBP's efforts in supporting the Metro Transportation in Kabul included advisory services on setting up a BRT system. For this output, NIBP is admittedly below target. However, there is a significant increase in planned activities for the remaining quarters. In addition to work related to the above indicators, NIBP has done numerous activities as requested by the Ministry.



## 1.2 Ministry of Agriculture, Irrigation and Livestock (MAIL)

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



**Figure 1: Conducting laboratory tests on plant protection, quarantine and quality control at the Tajik Standard Laboratory and Potato Research Center.**  
© Canisius Sovis / UNDP

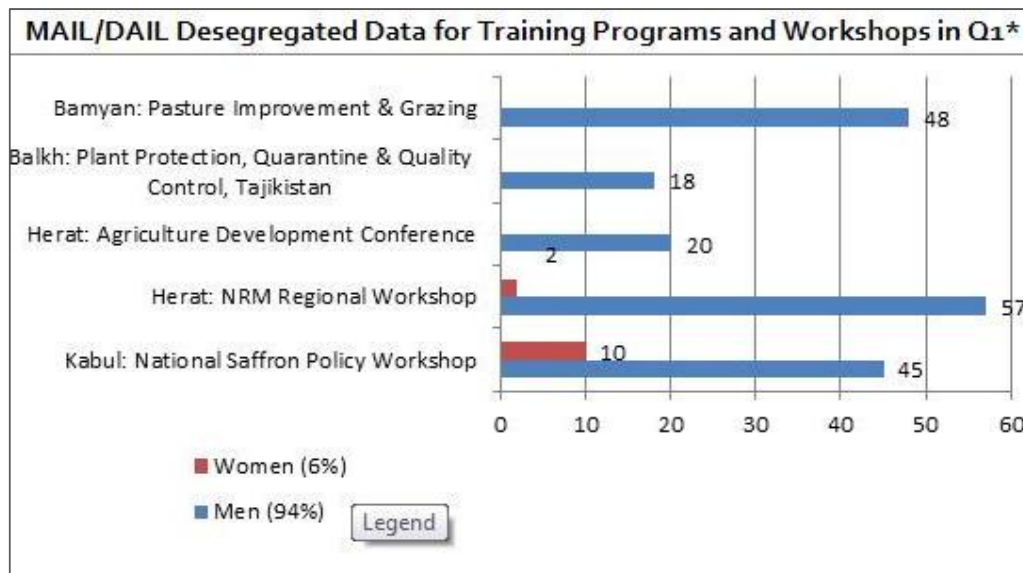
In 2013, NIBP aims to support 600 civil servants through training programs, workshops and exposure visits, of which 25% are to be women; and 50% of all participants from the subnational level. The areas identified for interventions include technical and topical knowledge in specified agricultural areas, and issues related to animal husbandry and livestock. This target is significantly increased from

2012, when 315 civil servants were supported through training programs, workshops and exposure visits, which

included only 35 (11%) women.

During the first quarter 180 Civil Servants attended workshops, training programs and exposure visits. Participants received training in saffron policy implementation; natural resource management; plant protection, quarantine & quality control; and pasture improvement & grazing. In total for Q1, 12 women (6%) participated in NIBP trainings, and 145 of the 200 participants (72.5%) were from the subnational level. The aim is to bring tangible changes in the service delivery of the line departments, such as increased capacity to deliver services to the rural populations. However, these changes take time to implement and outcomes such as notable changes in the service delivery are not immediately reportable.

Of the above mentioned trainings, two were conducted utilizing South-South Cooperation Agreements; namely, a training workshop on saffron under twinning arrangement with Ministry of Agriculture, Government of India to support ongoing efforts to implement the national saffron policy; and a training / exposure visit on plant protection, quarantine and quality control in Tajikistan to provide improved service delivery by line departments to farmers. NIBP aims to facilitate 12 training programs or exposure visits with similar purposes utilizing a South-South Cooperation Agreement in 2013.



\* In mid-Q1, a National CDA was added to Kandahar Province, hence there are no outputs to report in Q1

For 2013, NIBP aims to support three national or institutional policies. In Q1, NIBP supported two; the National Saffron Development Policy and the National Saffron Research Policy for Afghanistan. With the exception of gender related targets, all other targets for Q1 were met. Despite the low numbers of women working in this ministry at the national or sub-national levels, NIBP plans to promote the professional development

of Women. In the remaining quarters, NIBP will address this disparity through workshops, training programs or exposure visits exclusively for women to include topical workshops such as Women and Leadership, or Women and Management; technical and specialized skill development in agricultural sectors aimed at the advancement of women; and relevant trainings in which women are typically excluded or passed over for selection.



Figure 2: Basirahmad Tabib exhibiting his publications on Plant Protection  
© Mitch Teberg/UNDP

#### The Impact of NIBP Exposure Visits

In June, 2012, NIBP facilitated an exposure visit to Hyderabad, India for members of DAIL Herat to receive Plant Diagnostic Training. Amongst the participants was Basirahmad Tabib, the Head of the Plant Protection Department. He found the training so practical that he published two books in Dari on the subject. Half of the 170 page book is intended for students of Agriculture, and the other half for farmers. According to the author, "Though most of the farmers are illiterate, they take the book to someone who could read for them. They applied the methods mentioned in the books and have gotten better results."

In February, he participated in an NIBP exposure visit to Tajikistan on plant protection, quarantine and quality control, and is in the process of publishing his third book. "Now we are working on a Farmer Field School (FFS) booklet and training program. We will publish 1,000 booklets for 24 FFS in all Herat districts with a 2-day workshop plus a 2-day practicum for farmers."



Figure 3: Saffron Testing Field and Training Grounds outside of Kabul. © Khushwant Sethi/UNDP



Figure 4: Participants in a workshop on devising a national policy on Saffron © Khushwant Sethi/UNDP





**Figure 5: Participants in an exposure visit to Tajikistan receive training on the identification and breeding of useful insects. © Canisius Sovis/UNDP**

### **NIBP Enables Cross-Border Exchanges**

Facilitating South-South cooperation through capacity development efforts is one of the key priorities for NIBP. In collaboration with senior management of DAIL Balkh, NIBP began to explore possibilities to conduct exposure visits and training programs in neighboring countries such as Tajikistan, Kazakhstan and Uzbekistan. To best support provincial DAIL efforts, the core consideration had to be the agro ecological environment similarities and well established training facilities. After the senior management of DAIL identified the most pressing needs of the Department as plant protection, quarantine and quality control, the NIBP Advisory Team explored possibilities and provided additional inputs.

NIBP was able to garner the support of UNDP Tajikistan, the Government of Tajikistan and the Tajik Academy for Agriculture Sciences to organize a training program and exposure visit for 18 DAIL officials from Herat, Balkh, Kunduz, Jalalabad and Kandahar. In February 2013, a comprehensive training package was delivered which included field visits and a practicum. In addition to technical support, Tajik trainers from the academy were able to share their personal and professional experiences in the process of post-war development centered on good governance and institutional stability.

"We are lucky to get this kind of training as it explored the possibilities of having the same prosperity being enjoyed by Tajikistan now. We now understand that Afghanistan has to go through the process of instability and sensitization and keep in mind that we are not alone in our struggles. We are hopeful that with countries like Tajikistan flourishing despite their hardships before, Afghanistan will also thrive as a prosperous nation," said Mr. Mohd Omran, Head of Plant Protection and Quarantine Department in DAIL Mazar.

Story submitted by Canisius Sovis  
Capacity Development Advisor, DAIL Balkh



### 1.3 Ministry of Education (MoE)

- Department of Education (DoE), Herat

To support MoE, NIBP plans to offer training programs, workshops and exposure visits to 300 civil servants, of which 33% are to be women. Areas for support are decided in consultation with the ministry. Considering the amount of development aid received by MoE, NIBP's supports are more focused on addressing gaps, such as literacy, open schooling and vocational training. This is in comparison to 2012, when NIBP provided training to 222 civil servants, of which 51 (23%) were women. Furthermore, NIBP aims to facilitate six training programs or exposure visits utilizing a South-South Cooperation Agreement versus one last year.

In this quarter, NIBP supported the participation of a four member (all male) delegation from the Educational Radio & Television Department of the Ministry of Education in a workshop on Digital Broadcasting System organized by the Asia Pacific Broadcasting Union in Kuala Lumpur, Malaysia from 5<sup>th</sup> to 8<sup>th</sup> March, 2013. This training utilized a South-South Cooperation Agreement between Afghanistan and Malaysia and enabled the participants to learn of regional approaches to education utilizing digital broadcasting with the aim of adapting new technologies to the Afghan context. Immediate results from such exposure visits are not readily apparent and dependent on the interest of government counterparts to move forward in this direction.

Notably, results in Q1 are far below target. As mentioned above, the delay in according approval to NIBP's Annual Work Plan and consequent uncertainty meant that some of the activities planned for this quarter had to be postponed.



**Figure 6: Rishad Popal, Aqiqullah Almas, and Safiullah Zeer of MoE participating in the Digital Broadcasting System in in Kuala Lumpur, Malaysia. © Anindo Majumdar/UNDP**

NIBP also aims to support four national or institutional policies. In Q1, NIBP supported the National Policy on Open Schooling by hiring a short-term consultant deputed by the Ministry of Human Resource Development, Government of India, to make an assessment of MoE in regards to the existing capacity in curriculum development, teacher education, and educational research. The consultant visited Kabul in January 2013, and held

in-depth discussions with key MoE officials. With capacity gaps in curriculum development, teacher education and educational research identified, there is a series of recommended interventions which entail short-term and long-term trainings in specified areas.



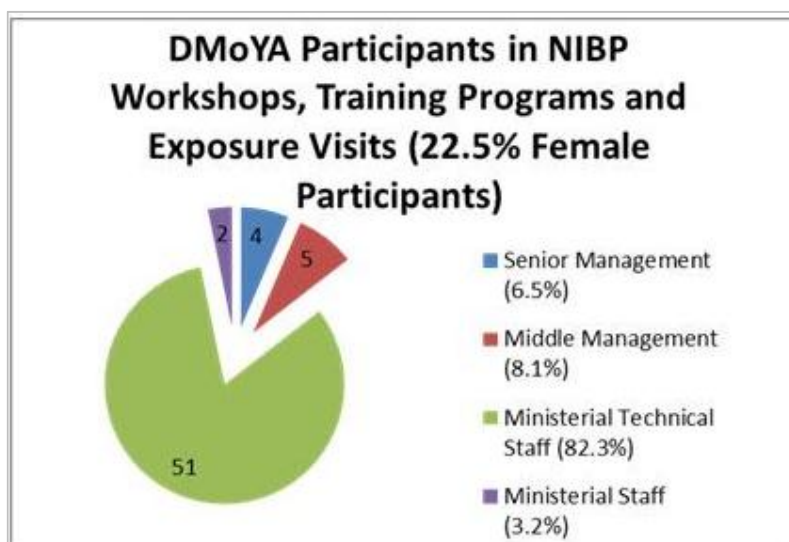
## 1.4 Deputy Ministry of Youth Affairs (DMoYA)

The 2013 target for NIBP's support to DMoYA is 240 civil servants supported through training programs, workshops and exposure visits, of which 25% are to be women. This goal is set in contrast to the disappointing accomplishments of 2012. In short, NIBP is reassessing and strengthening its commitment to DMoYA.



Figure 7: National CDA Farhad Ahmad Karmand conducting a workshop on Management for ministerial staff of DMoYA.  
© Farhad Ahmad Karmand/UNDP

In the first quarter of 2013, NIBP supported 45 male and 14 (23.7%) female civil servants through training programs and workshops on capacity development; meetings management; business communication and correspondence; and concept development. NIBP intends to support four training programs or exposure visits utilizing a South-South Cooperation Agreement in the year, and two were conducted in Q1. Firstly, one senior manager of DMoYA attended the Regional Conference on Youth in Development in Tamil Nadu, India. Designed to share experiences and best practices, and support Youth Development policies, program and strategies, as well as understand the nuances of planning for Youth Development. Secondly, two key ministerial staff participated in an exposure visit to the South Asian Universities Youth Festival in Patiala, India to promote active collaboration and mutual understanding amongst the South Asian countries in educational, social, cultural and economic fields.



NIBP also aims to support two national or institutional policies in 2013. As a member of technical committee for formulation of Afghanistan National Youth Policy, NIBP directly supported the policy development and the draft of this youth policy is due to be finalized soon. The next

step will be the introduction of this policy to provincial youth and youth civil societies to properly address the needs and priorities of youth all over the Afghanistan.

## 1.5 Ministry of Information and Culture (MoIC)

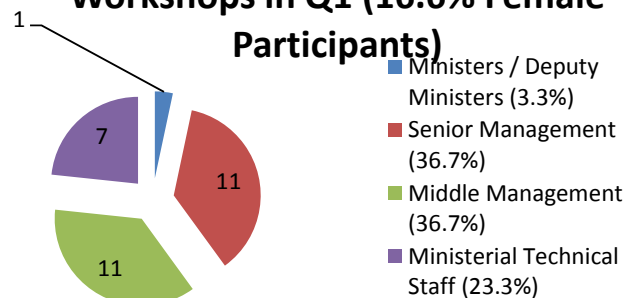
No national or international Capacity Development Advisors assigned to MoIC in the first quarter of 2013. Recruitment for this post is ongoing.

## 1.6 Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD)

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

This year, NIBP ambitiously plans to support 1000 civil servants, 35% of which are to be women. Furthermore, 13% of training beneficiaries were from the subnational level in 2012, and the target for 2013 is 45%. Notably, five training programs or exposure visits were conducted last year utilizing South-South Cooperation Agreements and for 2013 the target has been doubled. In comparison, in 2012 NIBP supported 664 civil servants through training programs, workshops and exposure visits, 28% of which were women.

### MoLSAMD Participants in NIBP Training Programs and Workshops in Q1 (16.6% Female Participants)



At the close of Q1, 232 Civil Servants benefitted from NIBP training programs, of which 81 (39.9%) were women. Within the ministry, two workshops were held on international labour immigration and strategic planning for thirty key officials. Following a three-day workshop on strategic planning, and in accordance with the HR Capacity Development

Unit, NIBP followed up with coaching sessions two days per week. Notably, 87% of training beneficiaries were at the subnational level. The results of the training and coaching have included the implementation of standardized procedures and clearer understanding of the processes amongst key officials.

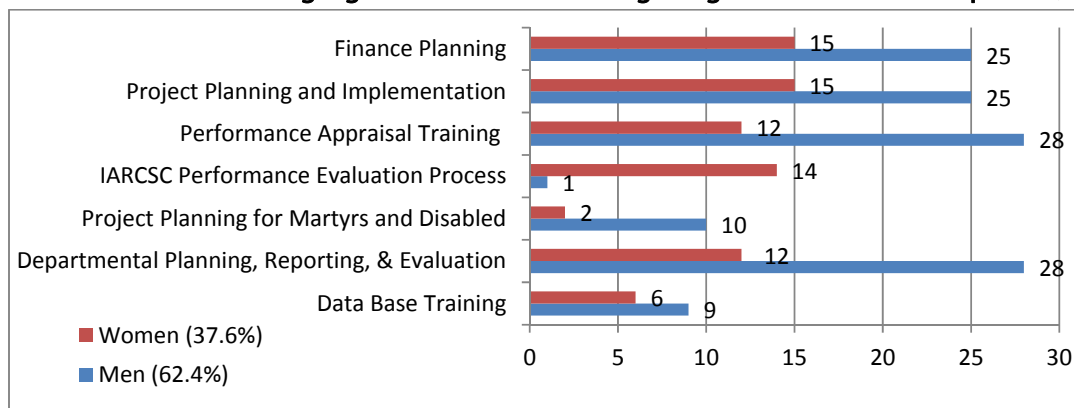


**Figure 8: NIBP facilitating the first coordination between two countries Deputy Ministers of Afghanistan and India to establish a MoU on social affairs, 16 January, 2013.**  
© Siddharth K Dev Verman/UNDP

In Herat, DoLSAMD was supported with seven training programs and workshops providing ample opportunities for Gender Mainstreaming into all topic areas. The aim of these trainings are to improve internal functions of the line department in Herat in relation to proper reporting and evaluation; increased understanding of performance appraisals; work plan design and financial planning. Immediate results of these efforts are not available, but part of a long-term strategy to improve the service delivery of the line department. In regards to Q1 indicators and targets, all of the above mentioned targets were exceeded.

NIBP also aims to support five national or institutional policies, but none were supported in Q1. Notably, the assigned international CDA was recalled by the Indian Civil Service in the midst of the quarter. NIBP is currently in the process of recruiting a replacement. Also the absence of an international CDA adversely affected the target of facilitating 10 training programs or exposure visits utilizing a South-South Cooperation Agreement; in Q1 there were no training programs abroad for MoLSAMD civil servants.

#### DoLSAMD Herat Desegregated Data for Training Programs and Workshops in Q1:



### 1.7 Central Statistic Organization (CSO)

This year, NIBP plans to support 320 civil servants through training programs, workshops and exposure visits, of which 80 (25%) will be women. This is in contrast to last year when 304 civil servants were supported, of which 41 (13%) were women. More specifically in 2012, six training programs and three exposure visits were held abroad; plus three short-term experts under South-to-South Cooperation Agreement. Based

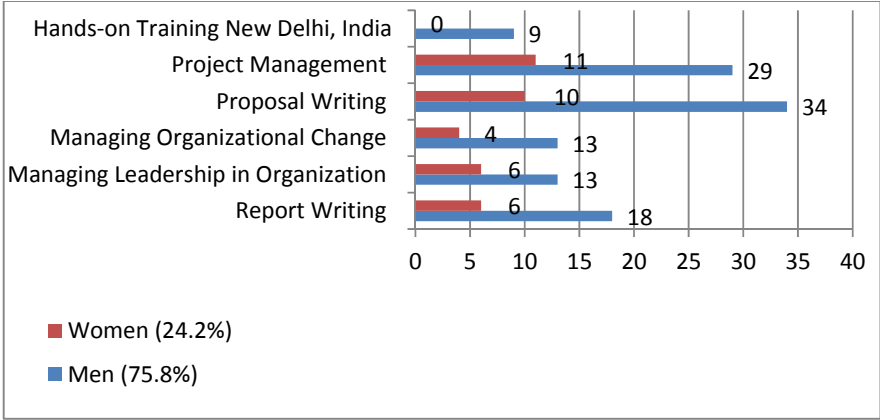


**Figure 9: International and national CDAs conducting a learning session on 'Managing Organizational Change'.**  
© Dr. Prafulla Chandra Mishra/UNDP

on the needs of CSO, the aim for 2013 is four training programmes and six exposure visits for diversification of twinning arrangement under South-South cooperation; plus six short-term experts.

In Q1, NIBP provided workshops in report writing; leadership and management; organizational change management; proposal writing, and project management to 144 senior and mid-level managers and technical staff in CSO; 37 women constituted 25.7% of the total. Additionally, seven senior civil servants and two technical staff were sent to New Delhi, India for advanced, hands-on training on national accounts, price, economic and social statistics. The long term result of these intensive training programs will be seen in the capacity of Economic Statistics Department officials to undertake their planned Integrated Business Establishment Survey, generate their first economic census of Afghanistan, and compile the Index of Industrial Production in Afghanistan. Additionally, the National Accounts Department officials are now able to more accurately compile the Quarterly GDP.

**NIBP Training Programs and Workshops Provided for CSO Officials in Q1:**



**Figure 10: CSO Hands-on Training participants with Mr V. K. Arora, ADG (Training), MoSPI, and NIBP CDA in New Delhi.**  
© Dr. Prafulla Chandra Mishra/UNDP

Although NIBP has committed itself to supporting four national or institutional policies, none were supported in Q1. To support the diversification of twinning arrangement, NIBP coordinated and communicated with Statistics South Africa, CSO, MoFA and High Commission of South Africa to coordinate an exposure visit of a high level CSO delegation to South Africa in May, 2013, to explore a twinning

partnership / bilateral cooperation between CSO and the National Statistical Office (NSO) of the Government of South Africa.

## 1.8 Ministry of Mines (MoM)

No national or international Capacity Development Advisors assigned to MoM in the first quarter of 2013. Recruitment for this post is ongoing.

## 1.9 Ministry of Public Health (MoPH)

MoPH is a new ministerial partner of NIBP, and as such the targets set for 2013 are based on the averages generated in 2012. NIBP intends to provide 240 ministerial officials or civil servants supported through training programs, workshops and exposure visits; of which at least 25% of the participants are to be women. Additionally, NIBP intends to support one South-South governmental collaboration program and support for the development of three national or institutional policies.

A national CDA is placed within MoPH, however a Capacity Development Plan has not been finalized, nor training programs conducted. In Q1, no South-South governmental collaboration programs were initiated by NIBP. Admittedly, these achievements are below target as NIBP is currently in the process of recruiting an international CDA.

## 1.10 Ministry of Communication and Information Technology (MoCIT)

No national or international Capacity Development Advisors assigned to MoCIT in the first quarter of 2013. Recruitment for this post is ongoing.

## 1.11 Ministry of Commerce and Industry (MoCI)



**Figure 11: NIBP workshop on the Manufacturing Incubator showcase for 90 public and private participants.**  
© Sayeed Ahmed Baba/UNDP

MoCI is a new ministerial partner of NIBP from Q4 of 2012. In addition to a Capacity Development Plan for MoCI, the targets set for 2013 have been established in collaboration with the assigned international and national CDAs. Notably, due to the unique nature of the ministry's mandate and direct interaction with the private

sector, NIBP has included indicators and targets for supporting entrepreneurs, artisans, and craftswomen and men.

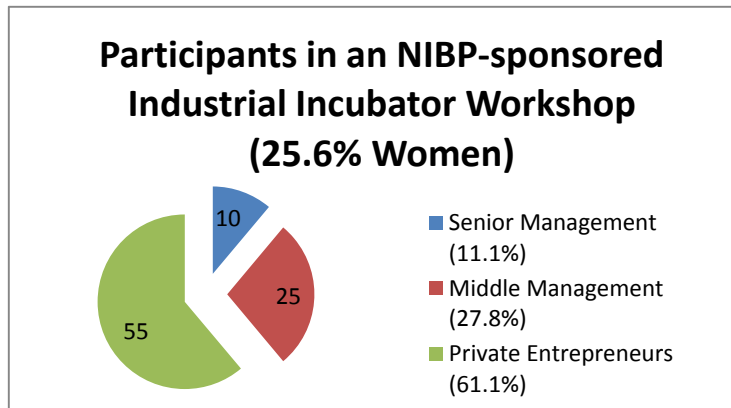
In 2013, NIBP plans to provide support to 100 ministerial officials or civil servants, which is approximately 25% of MoCI officials and staff, through NIBP facilitated training programs, workshops and exposure visits. Of these participants, NIBP targets 30% to be female civil servants. In agreement with MoCI, NIBP also aims to support 250 Entrepreneurs, artisans, and craftswomen and men from the private sector Small and Medium-sized Enterprises



(SMEs) supported through training programs, workshops and exposure visits, of which 30% are to be women.

At the close of Q1, an Annual Work Plan is yet to be finalized and is expected to be implemented from Q2. Despite this delay, 15 officials of MoCI attended a workshop organized to explain the concept of an Industrial Incubator with common industrial machinery on display. Moreover, 20 officials

from related ministries attended the workshop, adding to the conceptual and technical understanding through direct consultations. In this workshop, apart from government officials, 55 private entrepreneurs were also in attendance. Of the 90 government and private sector participants in the workshop, 23 (25.6%) were women.



Additionally, NIBP facilitated two exposure visits abroad for six officials to India and China. In India, four officials visited a government-sponsored industrial support and showcase focal point (incubator centre) for entrepreneurs. The benefit of this exposure visit was in senior officials being able to see palpable government support to SMEs and how this could be applied to the Afghan context. In China, a Deputy Minister and a senior manager went on an NIBP sponsored visit to see firsthand the requirements of an international carpet fair in terms of quality, as well as provide the officials with an exposure to government policy in the sector.

NIBP also pledges to support the development of five national or institutional policies. At the close of Q1, NIPB is supporting three. Namely, the CDAs are working with ministry officials on policy documents related to SME banking, and subsequently a proposal has been submitted to Harakat (an independent, non-profit, Afghan-managed organization that aims to improve Afghanistan's business environment) for the establishment of an SME bank; a government procurement policy for Small and Medium-sized Enterprises (SMEs); and a roadmap of activities for SME and Private Sector Development Directorates.

NIBP plans to initiate two South-South governmental collaboration programs in 2013. In Q1, NIBP has prepared an MoU to be signed with India for cooperation in the sector of SMEs which has been approved by the Ministry. Currently the Government of India is taking it into consideration. Once signed the bilateral MoU is expected to be in force for five years from the date of signing, and includes a renewal clause.

## 1.12 Ministry of Economy (MoEc)

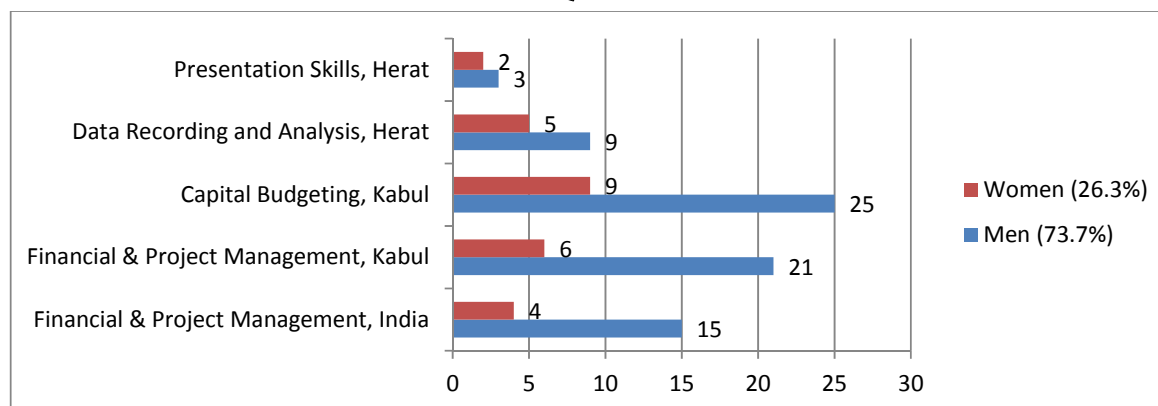


- **Department of Economy (DoEc), Herat**

MoEc is a new ministerial partner of NIBP from Q4, 2012. In addition to a Ministry Specific Work Plan for Inter-Ministerial Commission for Capacity Development (ICCD) developed by NIBP, the targets set for 2013 have been established in collaboration with the assigned international and national CDAs. Firstly, NIBP plans to provide training programs, workshops and exposure visits to 200 Civil Servants within MRRD, of which 50 (25%) are slated to be women. NIBP also pledges to utilize at least one South-South governmental collaboration program; and to support the development of two national or institutional policies.

In regards to the ICCD, the first draft is expected by end of April. At the close of Q1, 80 ministerial civil servants and 19 provincial civil servants in Herat have attended training programs, workshops and exposure visits in an array of fields; of which 26 (26.2%) of the participants were women. The aim of trainings in Financial & Project Management, Capital Budgeting, and Data recording and analysis is part of a longer term strategy to be integrated into the CDAs Capacity Development Plan for the ministry.

**NIBP Training Programs, Workshops and Exposure Visits for MoEc/DoEc Officials in Q1:**



This quarter NIBP received requests from the ministry to support policy development in coming quarters. The coming quarters will also see increased efforts in developing South-South governmental collaboration programs.

### 1.13 Ministry of Rural Rehabilitation and Development (MRRD)

MRRD is a new ministerial partner of NIBP from this quarter. In addition to a Capacity Development Plan for MRRD, the targets set for 2013 have been established in collaboration with the assigned international and national CDAs. Firstly, NIBP plans to provide training programs, workshops and exposure visits to 150 Civil Servants within MRRD, of which 40 (26.7%) are slated to be women. NIBP also pledges to utilize at least one South-South governmental collaboration program; and to support the development

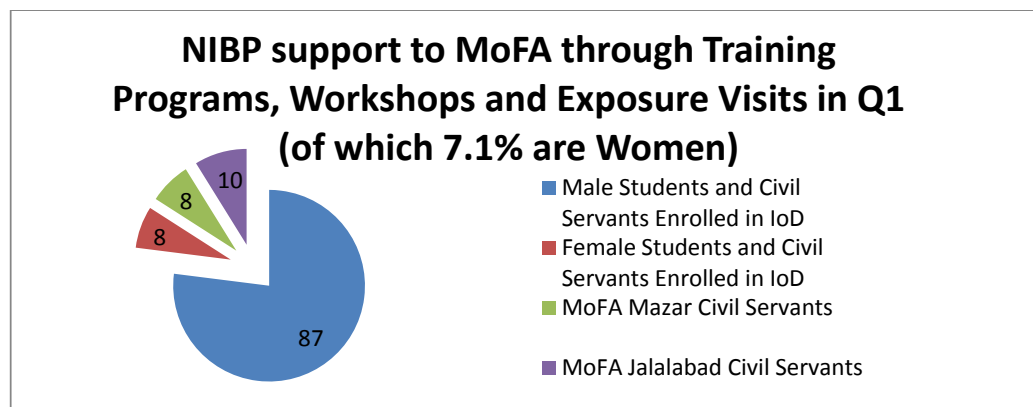
of three national or institutional policies. Considering the delayed start of NIBP in this ministry, the targets set are for Q2-Q4.

### 1.14 Ministry of Foreign Affairs (MoFA)

MoFA is a new ministerial partner of NIBP and the project takes a unique role in the ministry. Unlike the traditional advisory role to senior officials in other ministries, the assigned national CDA is a trainer at the Institute of Diplomacy (IoD). The institute trains newly recruited staff of MoFA plus at least one member from other ministries in each cohort of 95 students, of which only 8 are women. Each cohort is split into two classes; one in English and the other in Dari. The highly qualified national CDA placed within the institute holds a Ph.D. in Political Geography, and instructs students in both courses. To graduate, students must successfully complete two semesters which begin in mid-March. Upon graduation many will be qualified to career diplomats.

In addition to training students of IoD, NIBP provides support to the staff and faculty in the development of training materials and setting institutional timetables. One key contribution has been the introduction of a personal learning contract which was introduced by the national CDA to place the onus of responsibility of learning course content directly on the students.

On an as-needed basis, NIBP provides support to subnational departments as well. Such trainings were carried out in Mazar-e-Sharif for eight participants and in Jalalabad for 10 participants. Moreover, in support of the General Directorate of Atomic Energy in Afghanistan, training was carried out for the staff of in IoD.



Through IoD, this year NIBP aims to support the 95 students enrolled in IoD, plus 40 civil servants at the subnational offices of MoFA, or of other ministries through training programs, workshops and exposure visits; and facilitate one South-to-South governmental collaboration program initiated by NIBP.

### 1.15: Ministry of Finance (MoF)

No national or international Capacity Development Advisors assigned to MoF in the first quarter of 2013. Recruitment for this post is ongoing.

### **1.16 Ministry of Justice (MoJ)**

MoJ is a new ministerial partner of NIBP, and as such the targets set for 2013 are based on the averages generated in 2012. NIBP intends to provide 240 ministerial officials or civil servants supported through training programs, workshops and exposure visits; of which at least 25% of the participants are to be women. Additionally, NIBP intends to support one South-to-South governmental collaboration program and support for the development of three national or institutional policies. A national CDA was recently assigned to MoJ and is currently working on the initial phases of a CD Plan. No Q1 targets have been met.



**Figure 12: NIBP M&E Specialist, Mitch Teberg, conducting a group discussion with Department Heads and staff of DoLSAMD Herat. © Martin Hillario Mapolon/UNDP**

### **The M&E System of NIBP**

A key component of an effective project M&E system is to ensure that participants in training programs and exposure visits, as well as recipients of coaching, mentoring and advising activities are able to point out improved practices, learnt applications and other relevant changes in their workplace resulting from project support. In fact, establishing an indicator to this effect is vital to tracking project outcomes and impacts. This also enables an opportunity for Afghan civil servants to provide direct feedback to the project. At the close of Q1, the project M&E Specialist went to Herat where NIBP has placed three international and six national CDAs; here are a few of the findings from the group discussion with civil servants of DoLSAMD:

Mr. Zobayr Raouf, the HR Manager shared his experience of the international CDA's initial assessment process, "When he first came, Larry met with all staff and asked all people about their positions and what they needed. The first workshop was very effective at clarifying the staff roles and responsibilities."

In regards to workshops which the CDAs conducted to address capacity gaps, one female staff commented, "In the workshops, we always learned. They were short and effective trainings."

Mr. Abdul Ehsan, Manager for Martyrs and Disables Unit participated in an exposure visit in December. "At least 100-120 people come to my office every day to receive entitlement checks. In Philippines they (recipients) have bank accounts and direct deposit. It is very efficient and much easier. This is a direction we are working on now and are in the process of determining which bank to work with."

The Kindergarten Manager, Ms. Fahima also went on the same exposure visit. "I learned about kindergarten where teachers need to graduate from a specific degree and qualifications, and only after that they can work in kindergarten. The minister promised that a university will have a specific program like this. Larry has suggested long-term training to Philippines to learn to set this up. Also, the representatives in the Philippines suggested they could send an

## EXPENSES FOR THE QUARTER

During Q1, a total of USD 677,652 was spent for this output. For more details, please look at Annex 2 on page 44.

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

**Table 1: Q1 targets for Output 1**

2012 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
1.1.1: 3011 civil servants supported through training programs, workshops and exposure visits.	<p>1.1.1: 5000 civil servants supported through training programs, workshops and exposure visits.</p> <p>The Quarterly breakdown is as follows  Q1: 20%  Q2: 25%  Q3: 30%  Q4: 25%</p>	1,000	824 (below target)	<p>A delay in approving the Annual Work Plan had adverse effects on implementing the planned outputs for Q1.</p> <p>1.2 MoTCA: 20/240 (below target)  1.3 MAIL: 180/500 (on target)  1.4 MoE: 4 / 300 (below target)  1.5 DMOYA: 62/240 (on target)  1.6 MoIC: No CDAs assigned  1.7 MoLSAMD 232/1000 (on target)  1.8 CSO 153/320 (exceeds target)  1.9 MoM: No CDAs assigned  1.10 MoPH: 28/240 (below target)  1.11 MoCIT: No CDAs assigned  1.12: MoCI: 46/100 Civ Svts &amp; 55/250 Entrepreneurs (on target)  1.13 MoEc: 99/200 (exceeds target)  1.14 MRRD: 0/150 (targets for Q2-Q4)  1.15 MoFA: 95/95 (on target for year)  1.16 MoF: No CDAs assigned  1.18 MoJ: 0/240 (below target)</p>

2012 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
1.1.2: 516 women (16% of total) were supported through training programs, workshops and exposure visits.	<p>1.1.2: 1,250 women (25% of total) are supported through training programs, workshops and exposure visits</p> <p>The Quarterly breakdown is as follows Q1:20% Q2: 25% Q3: 30% Q4: 25%.</p>	250	<p>203 (24.6% of participants)</p> <p>On target regarding percentage</p>	<p>1.2 MoTCA 4/60 (below target)</p> <p>1.3 MAIL: 12/150 (below target)</p> <p>1.4 MoE 0/100 (below target)</p> <p>1.5 DMoYA: 14/60 (on target)</p> <p>1.6 MoIC: No CDAs assigned</p> <p>1.7 MoLSAMD 81/350 (on target)</p> <p>1.8 CSO 37/80 (exceeds target)</p> <p>1.9 MoM: No CDAs assigned</p> <p>1.10 MoPH: 6/60 (below target)</p> <p>1.11 MoCIT: No CDAs assigned</p> <p>1.12 MoCI: 23/105 (on target)</p> <p>1.13 MoEc: 26/50 (exceeds target)</p> <p>1.14 MRRD: 0/40 (targets for Q2-Q4)</p> <p>1.15 MoFA: 8/8 (on target for year)</p> <p>1.16 MoF: No CDAs assigned</p> <p>1.18 MoJ: 0/60 (below target)</p>
1.1.3: No baseline on the % of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learnings in their work-place.	<p>1.1.3: 50% of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learnings in their work-place.</p> <p>The Quarterly target of sampled trainees is a minimum of 300 per quarter</p>	200 participants included in group discussions or interviewed	26/26 (100%) participants were able to provide concrete examples of application of the learnings in their work-place	At the close of Q1, Project M&E was not adequately staffed to report on this indicator
1.1.4: 18 national or institutional policies supported by NIBP.	<p>1.1.4: 20 national or institutional policies supported by NIBP in the process of development</p> <p>The Quarterly breakdown is as follows</p>	5	<p>9</p> <p>Exceeded target</p>	<p>1.2 MoTCA: 1</p> <p>1.3 MAIL: 2</p> <p>1.4 MoE: 1</p> <p>1.5 DMoYA: 1</p> <p>1.6 MoIC: No CDAs assigned</p> <p>1.7 MoLSAMD: 0</p>



2012 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
	Q1:25% Q2: 25% Q3: 25% Q4: 25%			1.8 CSO: 0 1.9 MoM: No CDAs assigned 1.10 MoPH: 1 1.11 MoCIT: No CDAs assigned 1.12 MoCI: 3 1.13 MoEc: 0 1.14 MRRD: 0 1.15 MoFA: 1.16 MoF: No CDAs assigned 1.18 MoJ: 0
1.1.5: 40 training programs or exposure visits utilizing a South-to-South Cooperation Agreement	1.1.5. 60 training programs or exposure visits utilizing a South-to-South Cooperation Agreement  The Quarterly breakdown is as follows Q1:20% Q2: 25% Q3: 30% Q4: 25%	12	8 Below target	1.2 MoTCA: 0 1.3 MAIL: 1 to India; 1 to Tajikistan 1.4 MoE: 1 to Malaysia 1.5 DMoYA: 2 to India 1.6 MoIC: No CDAs assigned 1.7 MoLSAMD: 0 1.8 CSO: 1 to India 1.9 MoM: No CDAs assigned 1.10: MoPH: 0 1.11 MoCIT: No CDAs assigned 1.12 MoCI: 1 to China; 1 to India 1.13 MoEc: 0 1.14 MRRD: 0 1.15 MoFA: 1.16 MoF: No CDAs assigned 1.18 MoJ: 0

## **B. OUTPUT 2: Organizational Capacity of IARCSC to build on an efficient and effective Civil Service supported**

### **2.1. Independent Administrative Reform and Civil Service Commission (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). From January 2013, international CDAs were added to support national CDAs Regional centers of the CSC in Kunduz, Kandahar, and Kabul.

In 2012, NIBP supported 174 civil servants through training programs, workshops and exposure visits; of which 27 (15.5%) were women. In 2013, NIBP aims to support 200 civil servants within the IARCSC, of which 40 (20%) are to be women. Last year, NIBP facilitated six training programs or exposure visits abroad utilizing South-to-South Cooperation Agreements and aims to do the same this year. Additionally NIBP supported the development of four national or institutional policies and aims to continue this effort. Lastly, NIBP pledges "a degree" of support to the regional CSC offices to facilitate an increase in the number of women hired in the provinces. This indicator appears quite ambiguous, but the purpose is to allow greater flexibility in the support to the provincial efforts due to the range of obstacles faced at the provincial level. For example, some provinces may be supporting more traditional areas where a greater degree of support and intervention is required than in other regions. The main purpose here is to connect the central efforts to the provincial efforts to address gender disparity in the Afghan civil service.

In 2012, NIBP supported six training programs or exposure visits abroad utilizing a South-to-South Cooperation Agreement and four national or institutional policies. For this year, the target remains the same.

A new objective of NIBP is to support the CSC in the hiring of women. This indicator appears quite vague, but considering the cultural diversity reflected in the regions this allows flexibility for the CDAs to make an assessment of the root causes behind the gender disparity. This is particularly important considering the mandate of CSC is to support local governments and line ministries in the recruitment, vetting and selection of civil servants. For example, in some cases there may be need to introduce a non-discrimination policy while in another region there may be a need for training in gender and gender responsive governance. In Q1, NIBP supported the Gender Directorate of IARCSC in the creation of a base document on a Gender Strategy for IARCSC.

Within IARCSC, NIBP conducted a training of Technical Capacity Assessment Unit of 5 men, of GDPDM on assessing capacity on 'Strategy Planning' aspect of various Ministries/Provinces. Outside of the set indicators, NIBP also developed Technical Capacity Assessment modules on strategic planning, organizational governance, human resource management, financial management, procurement management, programs design and project management, communications for GDPDM in support of a USAID project.

### **Civil Service Management Department (CSMD)**

At the close of Q1, a CD plan for CSMD is under development, and a data collection from stakeholders is underway. Meanwhile, 33 civil servants were supported through workshops on Citizen's Charter and Cadre Management, of which 10 (30.3%) were women. In relation to the indicator set for supporting six national or institutional policies, NIBP has supported the ongoing development of the HR Strategy for CSMD for the next two years.

In regards to indicator targets, NIBP aims to support CSMD through the provision of six training programs or exposure visits utilizing a South-to-South Cooperation Agreement. None were initiated in Q1, but are planned in future quarters. Secondly, NIBP proposes to offer strategic support to the Afghan Civil Service in an effort to increase the number of women hired by the Civil Service in the provinces. In Q1, no efforts were made to this end.

## **2.2 Afghan Civil Service Institute (ACSI)**

ACSI is a new addition to the partners of NIBP. As of the close of Q1, no national or international CDA was assigned to ACSI. In 2013, NIBP intends to support three organizational and sector-based Capacity Development training programs, workshops and exposure visits; and facilitate one training-centered MoU through South-to-South collaboration

At the close of Q1, NIBP was not engaged with ACSI.

## **2.3 Provincial Civil Service Commissions (CSC)**

In 2012, NIBP provided support to three regional CSC offices through the placement of National CDAs. In Q1 NIBP reinforced its commitment to the Civil Service of Afghanistan by committing a total of six international and five national CDAs to six regional centers; namely Balkh (Mazar), Herat, Kabul, Kandahar, Kunduz, and Nangarhar (Jalalabad). The international CDAs and their national counterparts are assigned to support not only there regional center, but the provincial offices within their region as well. With these new placements, the first step is conducting a capacity needs assessment to identify current gaps in the capacity of CSC offices, followed by the development of six CD Plans. At the close of Q1, all plans were awaiting approval from IARCSC.

Firstly, NIBP aims to support training programs, workshops and exposure visits for the CSC officials and is aiming to provide at least two such trainings to each civil servant in the regional centers in 2013; hence the set indicator of 100 civil servants supported. In 2012,

CDAs in the regional centers of Balkh (Mazar), Herat, and Nangahar (Jalalabad) had supported 945 male (92%) and 83 (8%) female civil servants from numerous government agencies, provincial CSCs, and line ministries through local training programs and workshops in the more distant provinces as well as in the regional centers. These efforts are intended to continue as they serve a much needed service. Unfortunately, the support for civil servants outside of their respective offices presents a challenge for setting an appropriate M&E indicator. Undoubtedly these externally oriented outputs will skew the results as the new international CDAs settle into their respective posts, thereby support exceeding the overall annual target. To offset the positive outputs, the data below is presented by province. Moreover in 2013, NIBP aims for 20% of participants to be women.

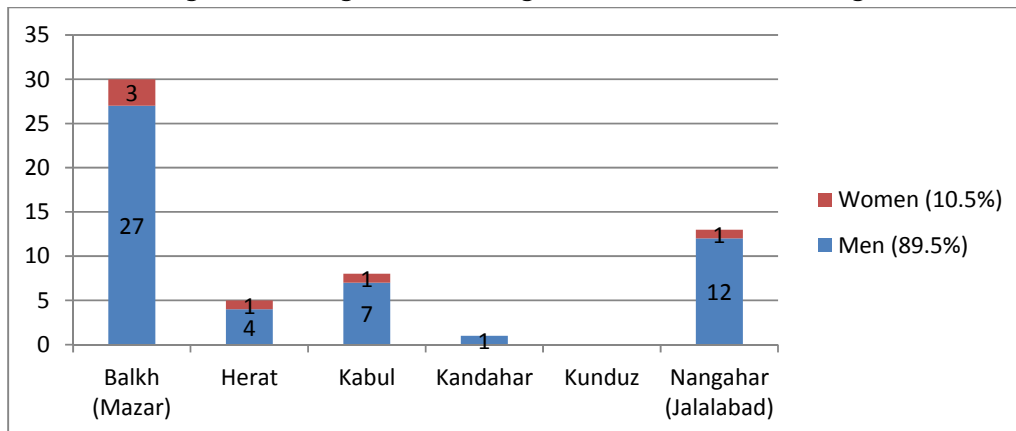
### Output 2 Results per Regional CSC Office

As mentioned in the previous Output 1, the project M&E aims to hold interviews, group discussions and on-site reviews of the workplaces of training program participants. The purpose is to evaluate if 50% of sampled trainees are able to give concrete examples of application of the learnings in their work-place. However, as of the close of Q1 the project M&E was understaffed to adequately follow up on this indicator. Another indicator that received little-to-no attention this quarter is the commitment to support provincial CSC in the hiring of women. This activity is a core component of planned future activities.

### Exposure Visit to India

NIBP facilitated a seven-day exposure visit to India for seven Directors of Provincial CSC and respective CDAs. The delegation was received by the Union Public Service Commission in New Delhi and the Regional Public Service Commission in Ajmer. The visit served to understand the dynamics of how India is reforming the public administration and civil service.

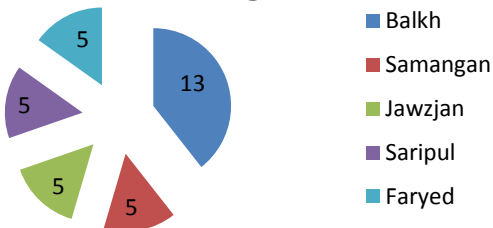
### NIBP Coaching, Mentoring and Advising Activities in the CSC Regional Offices



## Balkh (Mazar)

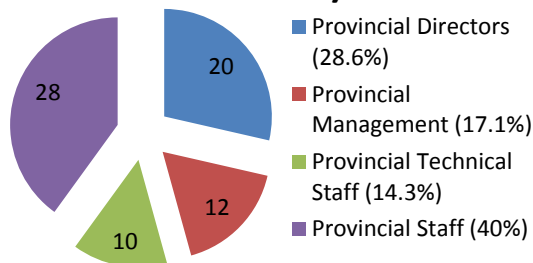
In 2012, NIBP provided training programs and workshops to 253 civil servants, of which 52 (20.6%) were women. At the end of this quarter a CD Plan was submitted to the IARCSC for approval based on discussion with Regional Director and the experienced National CDA who has been serving the region for a number of years. The CD Plan is awaiting approval.

### Provincial Civil Servants of CSC in the North Western Region



NIBP did provide one workshop for 70 employees of municipality of Balkh province on training and management skills such as planning and reporting, and performance appraisal. Twenty of the participants were women. In addition to supporting civil servants, NIBP supported the design and implementation of a workshop for 240 women who are candidates for civil servant entrance exam in Balkh province. This effort has been initiated

### Participants in an NIBP Workshop on Training and Management Skills (28.6% Women)



by the Provincial Capacity Development Team which has the intended impact of decreasing the gender disparity in the civil service in Balkh. In addition to training programs, the Regional director went on the above mentioned Exposure Visit to India.

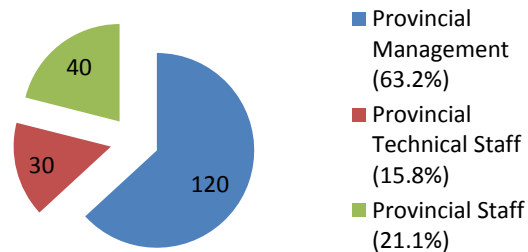
The assigned national and international CDAs are also responsible for the capacity development of provinces

within the northern region. These include Balkh, Samangan, Jawzjan, Saripul and Faryed. Of the 33 civil servants, there are only two in this region; one each in Samangan and Jawzjan provinces.

## Herat

In 2012, NIBP provided training programs and workshops to 132 civil servants, of which 24 (18.2%) were women. In Q1, a CD Plan was prepared in consultation with the Director and the Division Chiefs of the CSC. Provincial Directors were also consulted and has been submitted to IARCSC for approval. During the assessment phase, a questionnaire was submitted to provincial CSCs to gauge the level of gender equity and survey the degree of social inclusion in the Western region.

### Participants in the Herat Training Center in Management, Computer Skills, and English Language (63.2% Women)

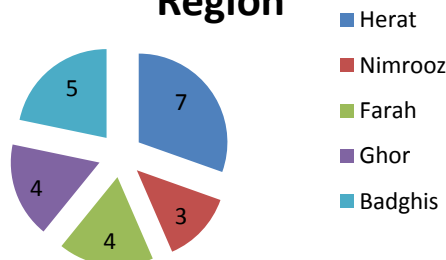


Meanwhile, more than 190 participants were trained on management, computer and English language at the NIBP supported Training Center in Herat; out of which 120 (63.2%) were female. The trainees are posted in the different departments, and include interns which are on track to be regional civil servants in the near future. Additionally, the Regional director went on the above mentioned Exposure Visit to India.

Lastly, NIBP is supporting the development of a Citizen's Charter. The main objective of

the charter is to ensure more transparency and accountability in the delivery of the services by public offices. A draft framework of the charter has been prepared and senior management has agreed to the premise that a Citizen's Charter will be placed in all the government offices in the Western Region. The provinces of this region include Herat, Nimrooz, Farah, Ghor, and Badghis. Of the 23 civil servants, there is only one female

### Provincial Civil Servants of CSC in the Western Region



in Herat.

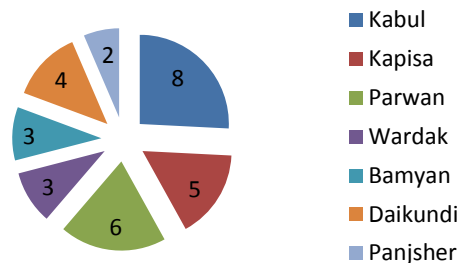
### Kabul

A CD Plan has been developed for Kabul and the Central Region during Q1, but has yet to be approved. To further strengthen the Central Regional office, the CDA took a facilitation role and provided advisory support in developing the CD Plan for the region, allowing the staff and officers to take ownership of the plan. The assistance consisted in designing and developing goals and objectives of the institution in six common functions: Policy and



Strategy, Project Management, Procurement, Human Resources Management, Financial Management and Anti-Corruption. In line with the set indicators, a Regional Director went on the exposure visit to India.

### Provincial Civil Servants of CSC in the Central Region

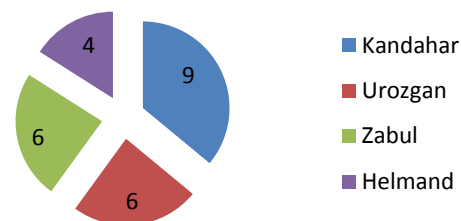


Within the Central Region, NIBP intends to support seven provincial offices, in which there is only one female civil servant who is in the Bamyan office. The other six provinces are Kabul, Kapisa, Parwan, Wardak, Daikundi, and Panjsher with a total of 31 civil servants.

### Kandahar

The Regional CD Plan was developed in close consultation with the regional director, the National CDA, and provincial directors. Although the CD Plan has yet to be approved, NIBP supported a 3-day Capacity Development Process and Practice Workshop for five Provincial Directors, 20 managers and technical staff, and 5 staff (all male). Those in attendance were from 12 different line departments such as DAIL, Education, Health, and Transportation. Additionally, the Regional director went on the above mentioned Exposure Visit to India. The provinces of the South Western Region include Kandahar, Urozgan, Zabul, and Helmand. In all there are 23 Civil Servants in this region, and only one female in Helmand.

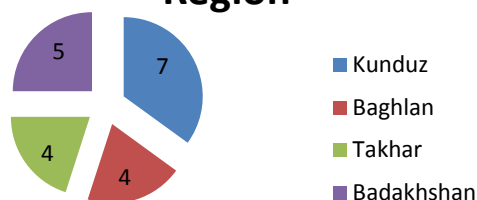
### Provincial Civil Servants of CSC in the South Western Region



### Kunduz

Due to the lack of a Minimum Operational Security Standard (MOSS) compliant workplace and challenges in getting MOSS compliant housing for the international CDA, there has been a prolonged delay in making inroads to achieving set targets. Measures are being taken to

### Provincial Civil Servants of CSC in the North Eastern Region

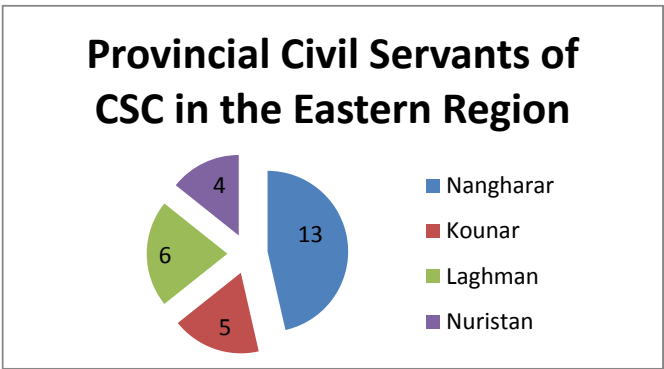


address these issues. Despite this challenge, a CD Plan has been submitted and awaits approval at the end of Q1. The national and international CDAs assigned to this North Eastern Region also support the 20 civil servants in Kunduz, Baghlan, Takhar, and Badakhshan. Only one female is present in Badakhshan province.

### Nangarhar (Jalalabad)

Due to the lack of MOSS compliant workplace and challenges in getting MOSS compliant housing for the international CDA, there has been a prolonged delay in making in-roads to achieving set targets. Measures are being taken to address these issues.

At the close of the quarter, NIBP has finalized a CD plan, but it had yet to be approved. Meanwhile, true to form the national CDA supported 194 provincial managers plus three technical staff in the Eastern region office through a series of workshops on Millennium Development Goals and ANDS, management, effective planning strategy development, procurement, and the public civil exam procedure. Only five (2.5%) of the participants were women, double the percentage of last year. In 2012, the national CDA had single-handedly supported 643 civil servants in training programs and workshops, of which only



seven were women. This region remains amongst the most conservative and despite having a female Regional Director, faces a large disparity when it comes to employing women in the civil service. As a matter of fact, she is the only female of 28 civil servants in the Eastern Region.

Notably, the Regional director went on the above mentioned Exposure Visit to India. In addition to the trainings, NIBP provided coaching to a Provincial Director plus 12 managers and technical staff in the fields of participatory planning, conducting a Needs Assessment, and linking organization’s strategy (MDGs and ANDS) with staff planning. This region consists of Nangharar, Kounar, Laghman, and Nuristan provinces.

### EXPENSES FOR THE QUARTER

During Q1, a total of USD 132,455 was spent for this output. For more details, please look at Annex 2 on page 44.

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

**Table 2: Q1 targets for Output 2**

2012 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
2.1.1: 174 civil servants supported through training programs, workshops and exposure visits.	<p>2.1.1: 200 civil servants supported through training programs, workshops and exposure visits.</p> <p>The Quarterly breakdown is as follows  Q1:20%  Q2: 25%  Q3: 30%  Q4: 25%</p>	40	38 On target	<p>A delay in approving the Annual Work Plan had adverse effects on implementing the planned outputs for Q1.</p> <p>IARCSC: 5  CSMD: 33</p>
2.1.2: 27 women (15% of total) were supported through training programs, workshops and exposure visits.	2.1.2: 40 women (20% of total) are supported through training programs, workshops and exposure visits.	10	10 (26.3%)  On target	<p>IARCSC: 0  CSMD: 10</p>
2.1.3: No baseline on the % of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learnings in their work-place.	2.1.3: 50% of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learnings in their work-place.	20	0 interviewed	At the close of Q1, Project M&E was not adequately staffed to report on this indicator

2012 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
2.1.4: 4 national or institutional policies supported by NIBP, two of which were implemented in 2012.	2.1.4: 4 national or institutional policies supported by NIBP in the process of development	1	1	IARCSC: 1 CSMD: 1
2.1.5: 6 training programs or exposure visits utilizing a South-to-South Cooperation Agreement	2.1.5: 6 training programs or exposure visits utilizing a South-to-South Cooperation Agreement	1	1	IARCSC: 0 CSMD: 1 to India
2.1.6: NIBP has not supported the Afghan Civil Service to increase the number of women hired by the Civil Service in the provinces	2.1.6: A degree of support provided by NIBP to the Afghan Civil Service to increase the number of women hired by the Civil Service in the provinces	Variable, evidence-based	1	IARCSC: Gender Strategy for IARCSC. CSMD: no activities in Q1
2.2.1: No Organizational and Sector-based Capacity Development training programs, workshops and exposure visits	2.2.1: 3 Organizational and Sector-based Capacity Development training programs, workshops and exposure visits	0	0	No activities undertaken in this quarter, but are planned for future quarters.
2.2.2: No Organizational and Sector-based Capacity Development training programs, workshops and exposure visits for the professional development of National Trainers in technical or specialized skill sets	2.2.2: 3 Organizational and Sector-based Capacity Development training programs, workshops and exposure visits for the professional development of National Trainers in technical or specialized skill sets	0	0	No activities undertaken in this quarter, but are planned for future quarters.

2012 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
2.2.3: No Training-centered MoU facilitated by NIBP through South-to-South collaboration	2.2.3: One Training-centered MoU facilitated by NIBP through South-to-South collaboration	0	0	No activities undertaken in this quarter, but are planned for future quarters.
2.3.1: No CD Plan developed by NIBP	2.3.1: 6 CD Plans developed by NIBP	6	0 All CD Plans are awaiting approval at the close of Q1	Project oversight to ensure MOSS compliant workplaces and housing in advance of international CDA recruitment had an adverse effect on the placement of international CDAs in the provinces. Balkh (Mazar): 0 Herat: 0 Kabul: 0 Kandahar: 0 Kunduz: 0 Nangahar (Jalalabad): 0
2.3.2: 200 CSC officials in the provinces of which 13% were women supported through NIBP facilitated training programs, workshops and exposure visits	2.3.2: 100 participants from CSC in provinces in NIBP facilitated training programs, workshops and exposure visits	25	493 Target exceeded  145 Women Civil Servants	A delay in approving the Annual Work Plan had adverse effects on implementing the planned outputs for Q1. Additionally, project oversight to ensure MOSS compliant workplaces and housing in advance of international CDA recruitment had an adverse effect on the placement of international CDAs in the provinces. Balkh (Mazar): 71, of which 20 (28.2%) were women Herat: 191, of which 120 (63.2%) were women Kabul: 1 (male)

2012 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
				Kandahar: 31 (all male) Kunduz: 1 (male) Nangahar: 198, of which 5 (2.5%) were women
2.3.3: Only 2 women work for CSC of the total 53 staff in 7 provinces	2.3.3: Provincial CSC supported in the hiring of women	3 activities in Q1	no activities in Q1	IARCSC: no activities in Q1 Balkh (Mazar): workshop for 240 female candidates of the civil servant entrance exam Herat: no activities in Q1 Kabul: no activities in Q1 Kandahar: no activities in Q1 Kunduz: no activities in Q1 Nangahar (Jalalabad): no activities in Q1
2.3.4: No concrete examples of application of the learnings in their work-place as a result of NIBP facilitated training programs, workshops or Exposure Visits	2.3.4: 50% of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learnings in their work-place.	50	0 interviewed	At the close of Q1, Project M&E was not adequately staffed to report on this indicator



### III. GENDER SPECIFIC RESULTS

UNDP has mandated that all projects must allocate 15% of their total budget to Gender. To attain this objective, NIBP has instituted an overall 25% of participants in our Workshops, Training Programs or Exposure Visits are women. It is a feasible target considering in 2012 there was approximately 20% women's participation overall, but in Q3 alone NIBP had a rate of 29% women in workshops in Output 1.

The overall target of 15% Gender Budgeting and 25% women participants can be reached utilizing three approaches:

- 1) Gender Mainstreaming of Workshops, Training Programs or Exposure Visits
- 2) Gender Training Workshops
- 3) Training programs targeting the Professional Development of Women

**NIBP's Gender Mainstreaming Approach:** GM intends to integrate women into traditionally male dominated spheres. How NIBP will utilize GM is to allocate a minimum of 25-30% of the positions to women in our Workshops, Training Programs or Exposure Visits. The inverse is also true: to have a training program mainly for women but allocate 25-30% of the seats for men.

What if it isn't possible to get 25% women in all Workshops, Training Programs or Exposure Visits? For those ministries in which it is more challenging to get women's participation there are two other ways to reach the overall target of 25% overall participation rate and contribute to the Gender Budgeting mandate simultaneously: Gender Training Workshops, and directly supporting Professional Development of Women.

**Gender Training Workshops:** These are workshops focused on gender related issues and raising awareness of gender relevant to your particular field (i.e. agriculture, labour, information technology, etc). Regardless of the number of men and women included, 100% of the budget for Gender Training Workshops will be earmarked as towards the Gender Budgeting mandate. A 50/50 mix of men and women is recommended here, and there are professional training organizations which can be contracted to implement these types of programs.

**Professional Development of Women:** These are Workshops, Training Programs or Exposure Visits exclusively for the professional development of women in your respective fields. This includes topical workshops such as "Women and Leadership" or "Women and Management" – NIBP will sponsor a workshop in these areas and have women from the various ministries participate; technical or specialized skills development in a particular field of expertise aimed at the advancement of women; and relevant trainings in which women are typically excluded or passed over for selection. In this approach 100% of the

budget for the Professional Development of Women will be earmarked towards the Gender Budgeting mandate and with 100% women participants will contribute greatly to the target of an overall 25% of women in all Workshops, Training Programs or Exposure Visits conducted in each ministry.

At the close of Q1, NIBP has successfully integrated gender mainstreaming into the project through the above mentioned means. In areas where NIBP did not meet the targeted percentage, in future quarter's corrective measures will be taken utilizing the strategies listed above.

For 2013, NIBP is committed to supporting six Organizational and Sector-based Capacity Development training programs, workshops and exposure visits on gender-related issues relevant to particular sectors. At the close of Q1, the NIBP Gender Specialist had made contact and initiated talks to facilitate trainings and exposure visits for the gender units of select Ministries and the Ministry of Women's Affairs.

Secondly, NIBP targets supporting six Capacity Development training programs, workshops and exposure visits aimed at the professional development of women in management and leadership. Initial contacts have been made for project outputs in future quarters.

Similar to the above indicators in Outputs 1 and 2, 50% of sampled trainees within 6 months of training or coaching is able to give concrete examples of application of the learnings in their work-place. At the close of Q1, no activities had taken place to follow-up on.

Lastly, the project intends to facilitate two Gender-centered MoUs through South-to-South collaboration; and sponsor four Gender-centered South-to-South collaboration programs. At the close of Q1, initial steps were taken to collaborate with Turkey for both of these targets.

## IV. PARTNERSHIPS

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. In addition to GDPDM, NIBP is engaged in partnerships with sixteen ministries:

- Ministry of Transport and Civil Aviation;
- Ministry of Agriculture, Irrigation & Livestock;

- Ministry of Education;
- Deputy Ministry of Youth Affairs;
- Ministry of Information and Culture;
- Ministry of Labor, Social Affairs, Martyrs and Disabled;
- Central Statistics Office;
- Ministry of Mines;
- Ministry of Public Health ;
- Ministry of Communication and Information Technology;
- Ministry of Commerce and Industry;
- Ministry of Economy;
- Ministry of Rural Rehabilitation and Development;
- Ministry of Finance;
- Ministry of Foreign Affairs; and
- Ministry of Justice

NIBP's donors are the countries of Japan, India, Italy, Switzerland, and Azerbaijan.

## V. ISSUES

### ▪ Performing line functions

Due to a lack of requisite trained and capable expertise in government institutions, the national and international CDAs are often asked to perform line functions. This is a universal issue to both outputs. One example to mitigate this is the creation of a Working Group such as the one described above in DoLSAMD Herat. In this case, the international CDA intervened on behalf of the national CDA suggesting the creation of a select group of civil servants to be trained directly in a particular function or skillsets. Other times when the situation is similar, but it is a Minister insisting a CDA perform a task, the hierarchical background of the CDAs can influence the decision which is all too often to submit to the request. To mitigate this, the project needs to diversify the nationalities and backgrounds of CDAs assigned to the ministries.

### ▪ Expansion of project activities at sub-national level

A challenge at the subnational level is to avoid duplication of CD efforts within the donor community, UN agencies, and UNDP projects. At the close of 2012, NIBP is making solid efforts to expand the project at the subnational level, particularly in regards to Output 2. Six international CDAs were recruited for posts in the regional centers of Herat, Jalalabad, Kabul, Kandahar, Kunduz, and Mazar; and national CDAs are also being recruited by GDPDM.

To avoid duplication of efforts and maximize the overall impact of CD efforts NIBP is coordinating on the ground with other donors and UN agency CD efforts to increase strong synergies. Specifically, NIBP is taking the cluster approach and working with other UNDP projects and UN agencies in areas where NIBP is present.

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

Firstly, the Project Document has no definition of Gender Mainstreaming (GM), nor is there a GM strategy in place for 2012. Secondly, there is no standardization for service delivery, nor has formal training in GM been provided to national and international CDAs who more often than not retain their own, unchallenged gender-based and biased 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.

On the positive side, 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 have taken a foothold as noted in the story above, *"A Change for the Better"*. In other fields such as agriculture, there are few women entering this profession which is in turn reflected within 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 began taking a proactive role in the selection of the candidates without disempowering the decision-makers. One mitigation effort was to stipulate ground rules or training programs, such setting a minimum quota of 20-30 percent; or instituting gender-budgeting measures. This year NIBP also took a more 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 away from the Ministry. Essentially, the selection must remain within the authority of the Ministry and NIBP can only be seen as a facilitator of best practices. To support this, CDAs are encouraged by the project management to increase engagements with women in the ministries; utilize the project Gender Analyst to support GM efforts; and offer professional training programs for women in soft skills training such as leadership and management, and to provide technical capacity development specifically designed for women.

Prior to 2012, Project Reports provided little to no gender desegregated data, nor reported strengths as well as weaknesses in addressing gender. From Q2 of 2012, this error has been corrected, and the project is making progressive steps towards addressing the training needs for the professional development of women. For example, included in the periodic CDA workshops for all national and international CDAs are sessions on gender and related issues. Also, the Project Management has increased efforts to mentor and advise CDAs on gender and tools and techniques to GM. Thirdly, the newly hired Gender Analyst has been increasing support to CDAs, and starting in 2013 will manage the implementation of the NIBP Gender Budgeting Strategy.

- **Low motivation and resistance to change**

The current organization structures, high turnover amongst staff, and employee emoluments result in low employee motivation. These factors contribute to resistance to

change as there are few change makers and dependable actors. The results based management techniques and continuous monitoring are some techniques to mitigate this risk, which will be used by the project.

## VI. RISKS

- **Frequent changes in senior management in partner ministries / agencies**

In the GoIRA ministries, frequent changes of the top leadership are a known phenomenon, which results in disruption of daily activities in the respected ministries / agencies. This is also a de-motivational factor to the government counterparts as change in the top brings change in the work areas. This is a perennial risk 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.

- **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 Advisors 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.

- **Lack of national human resource pool**

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

- **NIBP positioning vis-à-vis other CD projects**

Duplication and redundancies in ministries is a risk identified early on in the project. To mitigate this potential, detailed and regular dialogue is undertaken with CTAP, and the World Bank's CBRF. Also CD Plans and UNDP approach are made in presentation workshops to establish the uniqueness of NIBP.

## VII. LESSONS LEARNED

### ▪ Overcoming Capacity Substitution

A challenge mentioned above is the assigning of national and international CDAs to perform line functions. A lesson learned by the project is the importance of the project directly introducing CDAs as advisors and explaining their roles. Secondly, titles are important, particularly the translation of a title.

### ▪ Focus on a few select Ministries

A lesson learned for the current phase of the project is not to over expand as is occurring at the end of 2012 and into 2013. A major component of the project revision is to narrow down the number of partnering ministries and focus on the quality of support versus adding numerous ministerial partnerships as is occurring at the close of 2012. This view was voiced in the Mid-Term Evaluation as well as in discussions with senior officials of NIBPs government partner, GDPDM, and will be incorporated into the next phase of the project from 2014.

Focused support would mean support to a maximum of six to eight ministries, but not only with CDAs from the Indian Civil Service supporting senior officials. Instead shift to an NIBP team effort within the ministry by hiring experts from a wide arrange of countries, as should be reflected in the spirit of UNDP. These posts would provide particular expertise in specified areas. For example, contract HR Specialists to support HR Departments to build their capacities in line with the Civil Service requirements. Within HR departments, hire a Professional Trainer / Organizational Development Specialist to support the Capacity Development Departments. Thirdly, solicit a Gender Specialist / Trainer to strengthen the Gender Departments within ministries supported by NIBP.

### ▪ Standardize NIBPs approach to Capacity Development

There is a need to ensure all national and international CDAs are utilizing the same approaches and tools to Capacity Development. This has been a project oversight from the beginning. For example, the Mid-Term Evaluation identified common lack of understanding of the internal components of an organization (Strategy, Structures, Systems, Management Style, Staff, and Culture), as well as external factors and actors. Instead, CDAs most often focus on two or three components in practice and in their Capacity Development Plans and “notably absent are description of main systems and ‘soft’ characteristics like management style, organizational culture and staff characteristics (male-female, old-young etc.).”<sup>1</sup>

Four CD Plans “consider all strategies and policies as enabling environment. This is wrong.”<sup>2</sup> Three CD Plans chose organization as an entry point, and three others chose all three levels as entry points. Numerous other misunderstandings and absence of a common approach were mentioned. In most cases, interventions on organizational level are limited to policy advice,” and only one addressed organizational issues such as restructuring, improved coordination, and addressing the broader legal framework. “Most

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<sup>1</sup> Ibid, p.48

<sup>2</sup> Ibid, p.48



CDAs don't have a Capacity Development background and like knowledge of organizational model and a proper understanding of what enabling environment is, and how to conduct a comprehensive organizational assessment."<sup>3</sup>



The recommendation that needs to be reviewed as a lesson learned is this: "Make the 'organizational level' a mandatory entry point. Consider the 'enabling environment' only from the perspective of Organizational Capacity Development, while the individual level would be one of more intervention strategies for a certain ministry."<sup>4</sup> It is recommended to train the national and international CDAs further in Organizational Assessments. Training in using the Integrated Model to understand organizations, and in mastering the related toolkit to assess the various element of the IOM would be helpful."

#### ▪ Integration of Gender into CD

Upon review of current gender mainstreaming efforts, there is a need to gender-sensitize and train NIBP national and international CDAs on the definition and debilitating impact of Gender; strategies and approaches to GM; and the importance of incorporating Gender in Governance. As mentioned above in the challenges related to Gender, continued efforts will go into emphasizing the need to support gender sensitization of the partner ministries and departments; encourage GM through examples in NIBPs training programs and coaching activities; more adequately address the needs of women in every aspect of our project; and strengthen the capacity of our national CDAs in Gender and Governance training courses.

#### ▪ Need to expand South-South Partnerships

The existing partnership with India has been a tremendous strength for the project which has worked out well to facilitate numerous trainings, exposure visits, consultancies, and visits by experts. However, to best support GoIRA, it is best to expand partnerships to other regional states. In 2012, exposure visits were also conducted in Singapore, Philippines, Nepal, Azerbaijan, Singapore, the UK, and Italy, but 77 per cent were to India. Turkey, Azerbaijan, and neighboring countries such as Tajikistan, Uzbekistan and Kazakhstan have been identified as key partnerships to be pursued in 2013.

<sup>3</sup> Ibid, p.52

<sup>4</sup> Ibid, p.52

- **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 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.

- **Stronger administrative support**

A common complaint from the CDAs and noted in the Mid-term evaluation is the need to improve administrative support. To strengthen support, NIBP has added an Operations Manager, a Gender Analyst, and an assistant to the Financial Officer in the final months of 2012. Additionally, a Training Coordinator has been recruited for 2013. However, more support is needed in the coming year in logistic as – both in terms of personnel and in transportation particularly with the large expansion of CDAs in the ministries and regional centers. On a management level, more focus needs to be placed on internal management structures and systems, as well as utilizing existing personnel skillsets more effectively and integrating a more participatory approach in the workplace.

## **VIII. FUTURE PLAN**

- **Expansion of NIBP at subnational level**

As per donor request, NIBP has taken measures to expand sub-national services in 2013; namely furthering support in Jalalabad, Kunduz, Mazar-e-Sherif, Kabul, Kunduz and Kandahar in Q1 of 2013.

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 improves 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.

- **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.

- **Project Revision**

Following the Mid-term Evaluation, there will be a project re-vision 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.

- **Role of GDPDM**

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

## IX. ANNEXES

### ANNEX 1: FINANCIAL TABLE

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2013					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i - j - k-m)
Australia	225,630	225,630	224,524	-	1,106	-	-	-	1,106	-	-	-	-	1,106
Canada	490,028	490,028	89,827	-	400,202	-	-	-	400,202	-	-	-	-	400,202
India	4,320,000	3,240,000	2,056,478	720	1,184,242	1,080,000	-	197,300	2,066,942	281,017		-	1,080,000	705,925
Italy	1,233,046	1,233,046	1,063,210	16,200	186,036	-	-	10,223	175,813	7,148		-	-	168,665
Japan	7,000,000	7,000,000	5,194,556	(14,044)	1,791,400	-	-	444,750	1,346,650	731,455		-	-	615,195
SDC (Switzerland)	1,812,739	1,486,814	1,052,277	-	434,537	-	-	27,192	407,345	23,192		325,925	-	384,153
UNDP (Core Fund)	5,396,290	2,827,199	2,827,199	-	-	2,569,091	-	1,117,031	1,452,060	248,804	679	-	-	1,202,577
<b>Grand Total</b>	<b>20,477,733</b>	<b>16,502,717</b>	<b>12,508,071</b>	<b>2,876</b>	<b>3,997,522</b>	<b>3,649,091</b>	<b>-</b>	<b>1,796,496</b>	<b>5,850,117</b>	<b>1,291,616</b>	<b>679</b>	<b>325,925</b>	<b>1,080,000</b>	<b>3,477,822</b>

- i) The Opening balance for 2013 accounting period is not available due to the UNDP Certified Financial Statements for the 2012 are under the review, and verification of UN board of auditors, therefore, all figures in the above statement are provisional.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.
- iii) The Canada \$400,202 unspent balance will transfer to GEP II within the second quarter of 2013 accounting period.

## ANNEX 2: EXPENSES BY OUTPUT

### The Interim Donor Report January- March 2013 for (National Institutions Development Project "NIBP")

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Delivery Rate	Remarks
Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	3,920,062	677,652	17.3%	
<b>Sub-total Output 1</b>	<b>3,920,062</b>	<b>677,652</b>	<b>17.3%</b>	
Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	1,165,870	132,455	11.4%	
<b>Sub-total Output 2</b>	<b>1,165,870</b>	<b>132,455</b>	<b>11.4%</b>	
Output 3: (Atlas ID 00073380) "Project Management Unit"	1,776,323	986,389	55.5%	
<b>Sub-total Output 4</b>	<b>1,776,323</b>	<b>986,389</b>	<b>55.5%</b>	
<b>Grand Total</b>	<b>6,862,255</b>	<b>1,796,496</b>	<b>26%</b>	

## ANNEX 3: EXPENSES BY DONOR

### The Interim Donor Report January- March 2013 for (National Institutions Development Project "NIBP")

Donor Name	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Delivery Rates
India	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	1,347,165	197,300	15%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	8,778	-	0%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	146,020	-	0%
<b>Sub-Total</b>		<b>1,501,963</b>	<b>197,300</b>	<b>13%</b>
Italy	Output ID: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	204,713	10,223	5%
<b>Sub-Total</b>		<b>204,713</b>	<b>10,223</b>	<b>5%</b>
Japan	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	827,515	383,533	46%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	1,014,093	38,936	4%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	-	22,280	0%
<b>Sub-Total</b>		<b>1,841,608</b>	<b>444,750</b>	<b>24%</b>
SDC	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	744,881	27,192	4%
<b>Sub-Total</b>		<b>744,881</b>	<b>27,192</b>	<b>4%</b>
UNDP (Core Fund)	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	795,788	59,403	7%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	143,000	93,519	65%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	1,630,303	964,108	59%
<b>Sub-Total</b>		<b>2,569,091</b>	<b>1,117,031</b>	<b>43%</b>
<b>Grand Total</b>		<b>6,862,255</b>	<b>1,796,496</b>	<b>26%</b>



## ANNEX 4: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Functional	October, 2012	International and national CDAs performing line functions due to a lack of requisite trained and capable expertise in government institutions. When a Minister is insisting a CDA perform a task, the hierarchical background of the CDAs can influence the decision which is all too often to submit to the request.	Medium	July, 2013	Project M&E Specialist
2	Organizational	October, 2012	Expansion of project activities at sub-national level. NIBP is making solid efforts to expand the project at the subnational level, particularly in regards to Output 2. At the close of 2012, six international CDAs were recruited for posts in the regional centers of Herat, Jalalabad, Kabul, Kandahar, Kunduz, and Mazar.	Medium	July, 2013	Project M&E Specialist
3	Organizational	September, 2012	Varying levels of Gender Mainstreaming accomplished by NIBP between the ministries. GM needs to be defined; standardization for service delivery must be set; and formal training in GM provided to CDAs who sometimes retain their own, unchallenged gender-based and biased views.	High	December, 2013	Project M&E Specialist
4	Functional	April, 2012	Low motivation and resistance to change due to current organization structures and employee emoluments. The results based management techniques and continuous monitoring are some techniques to mitigate this risk, which will be used by the project	Medium	April, 2013	Project M&E Specialist
5	Organizational	June, 2012	Prior to June, 2012, the project suffered from a lack of understanding Monitoring and Evaluation; lack of clarity between activities, outputs, and outcomes; and poorly set indicators. A proper system must be in place for 2013.	High	March, 2013	Project M&E Specialist

## ANNEX 5: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURE S/MNGT. RESPONSE	OWNER	SUBMITTED/ UPDATED BY	LAST UPDATE	STATUS
1	Frequent changes in senior management in partner ministries / agencies	December, 2012	Political	Destabilization of operations due to instability in the country and disruption of work of ministries/agencies leads to frequent changes of the top leadership are a known phenomenon, which results in disruption of daily activities in the respected ministries / agencies, and is also a de-motivational factor to the government counterparts.	Use of gradual approach due to instability in ministries/agencies. 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	UNDP CO Senior Management	Project M&E Specialist	February, 2013	Increasing
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	Project Manager	Project Officer	February, 2013	Increasing

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURE S/MNGT. RESPONSE	OWNER	SUBMITTED/ UPDATED BY	LAST UPDATE	STATUS
					arrangements; and operation in safe provinces				
3	Lack of national human resource pool	April, 2012	Human Resources	The talent pool within Afghanistan is very limited and to find capable national CDAs and advisors is a challenging job.	Afghan Nationals continue to return after studies abroad through scholarships	Project Manager	Project Manager	February, 2013	Improving
4	NIBP positioning vis-à-vis other CD projects	January, 2011	Strategic	Duplication and redundancies in ministries	Detailed and regular dialogue with CTAP, CBRF + CD Plans and UNDP approach to CD presentation workshops to establish uniqueness of NIBP	Project Manager	Project Officer	February, 2013	Increasing

**PLEASE NOTE THAT THESE ARE THE DESCRIPTIONS OF THE DIFFERENT RISK TYPES AS FOUND IN POPP**

## ANNEX 6: NIBP WORKSHOPS, TRAINING PROGRAMS, AND EXPOSURE VISITS IN Q1

No	Subject	Location of Training	Number of Participants										Female Participants	% Female participants
			Ministerial level					Provincial Level						
			Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff	Total		
Q1 NIBP Workshops, Training Programs and Exposure Visits														
1.2 MoTCA														
1	Public Private Partnership	Kabul		4	10	6						20	4	20%
1.3 MAIL / DAIL														
1	Nat'l Saffron Policy Workshop	Kabul		2	3	30				20		55	10	18.1%
2	Natural Resource Mngt	Herat			2			4	2	44		52	2	3.4%
3	Agriculture Development Conference	Herat	1	3	1			1	3	11		20	0	0%
4	Plant Protection, Quarantine & Quality Control	Dushanbe , Tajikistan			1	1				16		18	0	0%
5	Pasture Improvement & Grazing	Bamyan					0				48	48	0	0%
1.4 MoE / DoE														
1	Digital Broadcasting System	Kuala Lumpur, Malaysia		1		3						4	0	0%
1.5 DMoYA														
1	CD & TNA Intro	Kabul		3	5	29						37	7	18.9%
2	Meetings Management	Kabul				22						22	7	31.8%
3	Regional Conference on Youth in Development	Tamil Nadu, India		1								1		0%
4	Exposure trip to South Asian Universities Youth Festival	Patiala, India					2					2		0%
1.7 MoLSAMD / DoLSAMD														
1	International Labor Emigration	Kabul	1	4	5	2	0					12	0	0%
2	Strategic Planning	Kabul	0	7	6	5						18	5	27.8%

No	Subject	Location of Training	Number of Participants										Female Participants	% Female participants
			Ministerial level					Provincial Level				Total		
			Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff			
Q1 NIBP Workshops, Training Programs and Exposure Visits														
3	Data Base Training	Herat							2	13		15	6	40%
4	Reporting & Evaluation Training Series	Herat						1	8	31		40	12	30%
5	Performance Appraisal Training Series	Herat						1	8	31		40	12	30%
6	Planning for Martyrs & Disabled Project	Herat								12		12	2	16.7%
7	IARCSC Performance Evaluation Process	Herat						2		13		15	14	93.3%
8	Implementation planning (Series)	Herat							6	25	9	40	15	37.5%
9	Finance Planning	Herat							6	25	9	40	15	37.5%
1.8 CSO														
1	Report Writing	Kabul		2	12	10						24	6	25%
2	Managing Leadership in Organizations	Kabul		8	11							19	6	31.6%
3	Managing Organizational Change	Kabul		9	8							17	4	23.5%
4	Proposal Writing	Kabul		6	18	20						44	10	22.7%
5	Project Management	Kabul		3	19	18						40	11	27.5%
6	National Accounts, Price, Economic and Social Statistics	New Delhi, India		7	2							9	0	0%
1.10 MoPH														
1	Revised Hospital Committees	Kabul		28								28	6	21.4%
1.12 MoCI														
1	Intro to Incubator Centre	Kabul	0	10	25	+55 (entrepreneurs)	0					90	23	25.6%
2	Exposure visit to Incubator Centre	New Delhi, India	1	1	0	1	1					4	0	0%
3	International Carpet Fair	Shanghai, China	1	1	0	0	0					2	0	0%

No	Subject	Location of Training	Number of Participants										Female Participants	% Female participants
			Ministerial level					Provincial Level						
			Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff	Total		
Q1 NIBP Workshops, Training Programs and Exposure Visits														
1.13 MoEc / DoEc														
1	Financial & Project Management	Faridabad, India		04	11				04			19	04	21%
2	Financial & Project Management	Kabul		04	22	01						27	06	22.2%
3	Capital Budgeting	Kabul	1	02	30	01						34	09	26.5%
4	Recording and Data Analysis	Herat							4	2	8	14	5	35.7%
5	Presentation Skills	Herat						1	2	1	1	5	2	40%
2.1 IARCSC														
1	Citizen's Charter	Kabul	0	0	2	0	10	0	0	0	0	12	5	41.6%
2	Cadre Management (English)	Kabul	0	0	0	0	8	0	0	0	0	8	0	0
3	Cadre Management (Dari)	Kabul	0	0	2	0	13	0	0	0	0	13	5	38.4%
4	Time Management	Kabul	0	0	0	0	15	0	0	0	0	15	11	73.3%
2.3 Balkh (Mazar)														
1	Exposure visit	India						1				1	0	0
2	Training and Management Skills & Performance appraisal	Mazar Region						20	12	10	28	70	20	30%
3	Civil Service Entrance Exam Procedure	Mazar Region										107	107	100%
Herat														
1	Exposure visit	India						1				1	0	0
2	Management and Computer Skillsets	5 provinces							120	30	40	190	120	63%
Kabul														
1	Exposure visit	India						1				1	0	0%
Kandahar														
1	Exposure visit	India						1				1	0	0%



No	Subject	Location of Training	Number of Participants										Female Participants	% Female participants
			Ministerial level					Provincial Level						
			Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff	Total		
Q1 NIBP Workshops, Training Programs and Exposure Visits														
2	Capacity Development Process and Practice	Kandahar						5	15	5	5	30	0	0 %
Kunduz														
1	Exposure visit	India						1				1	0	0%
Nangarhar (Jalalabad)														
1	Exposure visit	India						1				1	0	0%
2	MDG, ANDS, Management, Planning and Reporting	Jalalabad							92			92	3	3.2%
3	IARCSC Strategy and linkage with NPP	Jalalabad							4	3		7	0	0%
4	Procurement	Jalalabad							68			68	2	2.9%
5	Civil Service Entrance Exam Procedure	Jalalabad							30			30	0	0%

## ANNEX 7: NIBP COACHING, MENTORING AND ADVISING ACTIVITIES IN Q1

Subject (s)	Number of Participants										Female Participants	% Female participants
	Ministerial level					Provincial Level				Total		
	Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff			
NIBP Coaching, Mentoring and Advising Activities in Q1												
1.2 MoTCA												
MoU between MoTCA and AAL.	1									1	0	0%
Bus Rapid Transit (BRT) System for Kabul	1									1	0	0%
Ministry's profile on its website		1	1							2	0	0%
Organizational structure of Civil Aviation Authority (CAA)		2								2	0	0%
Work-appropriate ToRs	1	1								2	0	0%
Relevant and appropriate Indicators	1									1	0	0%
Donor coordination	1	1								2	0	0%
1.3 MAIL /DAIL												
Office management				2	3					5	0	0%
Planning, Time Management & Reporting				2	2					4	0	0%
Policy Advising	2	4	3	3	4					16	1	6.3%
Office administration and Management (Bamyan)							5	5	4	14	4	28.6 %
Strategic planning, project management and monitoring, report preparation/writing (Bamyan)							5	5	5	15	4	26.7 %
Improved Agriculture Farming Practices (Bamyan)						1	5	5	5	15	4	26.7%
Process Restructuring and Organizational Development (Balkh)						1	4	2	8	15	0	0%
Work Plan preparation (Balkh)						1	1	2		4	0	0%
Systematizing Agriculture and Rural Development (ARD)Cluster (Balkh)						1	1	2		4	0	0%
Principles Conducting Meetings and Minute Writing (Herat)							1	1	1	3	3	100%

Subject (s)	Number of Participants										Female Participants	% Female participants
	Ministerial level					Provincial Level						
	Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff	Total		
NIBP Coaching, Mentoring and Advising Activities in Q1												
Projects Prioritization (Herat)							2			2	1	50%
Monthly Plans of the Departments (Herat)						1	1			2	0	0%
1.4 MoE / DoE												
Strategy, General Management Skills			1							1	0	0%
Working on new database							1	1	2	4	0	0%
Skill Development of Gender Committee						1	5	0	30	36	34	94.4%
Skill Development of Capacity Development Committee						1	6	0	0	7	2	28.6%
Overall support							4	1	11	16	3	1.8%
1.5 DMoYA												
Development of a Concept Note			1		4					5	1	20%
Meetings Management and Business Communication			1		3					4	1	25%
1.7 MoLSAMD / DoLSAMD												
Strategic Planning	0	8	6	1	0					15	6	40%
Advising	1	1	1	1						4	1	25%
Proposal Writing Coaching							2	0		2	2	100%
Networking, Advising for Meeting with Italian Cooperation						1	1	0		2	2	100%
Advising on Capacity Development Work Plan for DoLSAMD for 2013					1	1			1	3	3	100%
1.8 CSO												
Standardized Report Format			9	13						22	3	13.6%
Standardized Filling			8	16						24	3	12.5%
Preparing Presentation Slides				1						1	0	0%
Official Email Writing				1						1	0	0%
English Language			1	1						2	0	0%

Subject (s)	Number of Participants										Female Participants	% Female participants
	Ministerial level					Provincial Level						
	Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff	Total		
NIBP Coaching, Mentoring and Advising Activities in Q1												
Gender				1						1	1	100%
Planning				1						1	0	0%
SNA 2008				2						2	1	50%
Minutes of Meeting				1						1	1	100%
1.10 MoCI												
Proposal writing; Report writing				2						2	0	0%
1.12 MoEc / DoEc												
HRM		1	8							9	3	33.3%
Filling system +ICCD data collection			5							5	1	20%
Planning			6							6	3	50%
Reporting							1		1	2	1	50%
Designing Database							1		1	2	0	0%
Making PDP							2		1	3	1	33.3%
Providing Quarterly Report							1		1	2	0	0%
System of holding private sector meeting							2			1	1	33%
Official Correspondence							1			2	1	50%
Advising Donor Conference						1	1			2	0	0%
Office Software and Internet							4		4	8	3	38%
Consolidating Reports							1			1	0	0%
1.14 MRRD												
Coordination between MRRD and PRRDs		2	2		4	34				38	4	10.5%
Needs Decentralization Policy for PRRDs		5	3			34				42	0	0

Subject (s)	Number of Participants										Female Participants	% Female participants
	Ministerial level					Provincial Level						
	Ministers / D. Ministers	Senior Management	Middle Management	Ministerial Technical Staff	Ministerial Staff	Provincial Directors	Provincial Management	Provincial Technical Staff	Provincial Staff	Total		
NIBP Coaching, Mentoring and Advising Activities in Q1												
2.3 Balkh (Mazar)												
Management Skills							10			10	3	30 %
Reporting and Correspondence							20			20	0	100%
Herat												
Management, Leadership and Organizational Development							4			4	1	25%
Reporting and Correspondence							1			1	0	0
Kabul												
Advising in CRCSC Capacity Development Plan						1	1	3	3	8	1	12.5%
Kandahar												
Planning (Annual and Long term)							1			1	0	0%
Kunduz												
Unable to place CDA locally												
Nangahar (Jalalabad)												
Participatory Planning						1	4	4		9	1	11.1%
Need Assessment							2			2	0	0%-
Planning linkage with MDG and ANDS							2			2	0	0%

## ANNEX 8: POLICY DEVELOPMENT SUPPORT IN Q1

No	Subject	Process									
		Identification of issues	National Assessment	Feasibility Study	Output identification	Strategic Interventions	Implementation of Interventions	Monitoring of Outputs	Policy Development	Strategic Policy Formulation	Implementation of Strategy
NIBP Policy Development Support in Q1											
1.2 MoTCA											
1	Metro Transport for Kabul	√									
1.3 MAIL											
1	National Saffron Development Policy								√		
2	National Saffron Research Policy								√		
1.4 MoE											
1	Open Schooling	√			√				√	√	
1.5 DMoYA											
1	Afghanistan National Youth Policy	√							√		
1.10 MoPH											
1	Revised Hospital committees								√		
1.12 MoCI											
1	SME Bank in Afghanistan	√					√				
2	SME Development	√				√				√	
3	Common Facilities and Tool Room Centre			√							
1	HR Strategy	√									
2	Gender Strategy for IARCSC								√		