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NATIONAL INSTITUTION BUILDING PROJECT

2013 SECOND QUARTERLY PROJECT
PROGRESS REPORT



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
GDPA	General Department of Provincial Affairs
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 Industries
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

DONORS



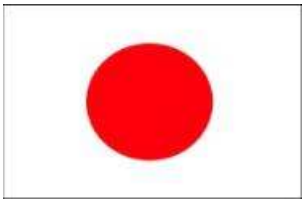
Azerbaijan



India



Italy



Japan



Swiss Development Corporation



UNDP

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 Hajiyev
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COVER PAGE PHOTO: *Afghan Delegation visiting the Ministry of Labor and Social Protection of Turkey during the gender mainstreaming (exposure visit)*

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I. EXECUTIVE SUMMARY

The National Institution Building project (NIBP) is providing continual support to the Government of Islamic Republic of Afghanistan (GoIRA) since January 2010. Current year is the last phase of the project; hence, the progress report carries much more significance to the Government, donors, stakeholder and people at large. The current progress report not only represents the second quarter, but also a half-yearly progress.

Year 2014 will witness many changes in Afghanistan. The citizens of Afghanistan will cast their polls early next year. After the planned pull out of the multi-national forces from the country, maintaining law and order in the country rests with GoIRA. It means the country is heading towards managing its internal affairs on its own which requires scaled up capacity of the national institutions.

The half-yearly progress review gives an opportunity for all stakeholders concerned to look into the critical areas of the Project which can serve as a guide to redress the gaps and overlaps for the remaining six months.

In the second quarter, NIBP accomplished most of its quarter II targets. NIBP facilitated the training and exposure visits to 1,576 civil servants against the target of 1,250. NIBP has accorded high priority to gender inclusion. In line with this, of the total number of participants, women constituted 24% (281 persons). Combined with the figures from Q1, by the end of Q2, 2,338 government officials and civil servants including 607 women (26%) have benefited from NIBP-organized training sessions, workshops, and exposure visits.

On the target to assess if 50% of the sampled trainees within six months of training or coaching are able to give concrete examples of application of the learning in their workplace, NIBP could not assess this output for the reason that at the end of the quarter, there was a change of M&E officer.

At the close of the quarter, NIBP achieved the planned results in the development of national or institutional policies. A total of 12 national or institutional policies were supported in different ministries as against the target of five.

One of the important aspects of NIBP is to provide cross-country experiences to the civil servants at all levels. In the second quarter, the target was set at 15; however, NIBP was able to support 10 such exposure visits. NIBP will try to cover the gaps in the upcoming quarters.

On the whole, in this quarter, the performance of NIBP remained close to the target.

II. RESULTS

A. OUTPUT 1: Organizational Capacity in specified areas within select Government entities strengthened

At the close of Q2, NIBP witnessed mixed results as some targets were met and some were not. It is expected that given the next available six months, NIBP needs to apply extra efforts to bridge the gaps and overlaps on the targets and approaches. It is further expected that with immediate actions in prioritized areas, NIBP will fully comply with the targets set for the next quarter and the year. During this quarter NIBP completed a total of 76 (48 at national and 28 at sub-national levels) workshops, training programmes, exposure visits, seminars, compared to 34 in Q1. Over 2,106 senior to operational level staff (930 at national and 1,176 at sub-national levels) were exposed to capacity building initiatives on managerial, leadership, technical, administrative areas compared to 900 people in Q1. This quarter witnessed a significant increase in the number of women participants to 534 within the NIBP initiated activities both at national and sub-national levels.

NIBP has organized a number of trainings and exposure visits through South-South Cooperation, where 326 civil servants (116 at national and 210 at sub-national level) of all ranks benefitted from NIBP coaching, mentoring and advising services in Q2. Momentum that picked up in Q1 is rapidly expanding at a -faster rate. If the current rate of progress continues for the remaining period of the Project, NIBP will be reach or be close to achieving its targets in the upcoming quarters.

The Chairman of the Independent Administrative Reforms and Civil Service Commission in his message on Strategic Plan for 2012-2017 stated that “reforming and building the capacity of public administration of Afghanistan is critical for long-term growth and success”. Administrative reforms take place in continuum, and builds on the incremental success of the reform initiatives already taken or to be taken in future. NIBP is laying emphasis to complement the policy of the Government as they relate to the administrative reforms in the country. The sixteen ministries in which NIBP is currently engaged at the national level include:

- 1.1 Ministry of Transport and Civil Aviation;
- 1.2 Ministry of Agriculture, Irrigation and Livestock;
- 1.3 Ministry of Education;
- 1.4 Deputy Ministry of Youth Affairs;
- 1.5 Ministry of Information and Culture;
- 1.6 Ministry of Labor, Social Affairs, Martyrs and Disabled;
- 1.7 Central Statistics Office;
- 1.8 Ministry of Mines;
- 1.9 Ministry of Public Health;

- 1.10 Ministry of Communications and Information Technology;
- 1.11 Ministry of Commerce and Industries;
- 1.12 Ministry of Economy;
- 1.13 Ministry of Rural Rehabilitation and Development ;
- 1.14 Ministry of Finance;
- 1.15 Ministry of Foreign Affairs; and
- 1.16 Ministry of Justice

At the sub-national level, NIBP has forged partnerships with:

- Department of Agriculture, Irrigation and Livestock(DAIL) in the provinces of: i) Bamyan; ii)Herat; iii)Balkh (Mazar-e-Sherif); and iv) Kandahar.
- Department of Labor, Social Affairs, Martyrs and Disabled (DOLSAMD) in Herat
- With National CDA placements, NIBP also has a presence in the Department of Economics and Department of Education in Herat.

For output 1, for all the 16 ministries, ministry-specific monitoring plans were established. The overall annual targets are as follows:

- 1.1: 1,000 civil servants supported through training programs, workshops and exposure visits: 824 civil servants supported.
- 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.
- 1.3: 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.
- 1.4: 5 national or institutional policies supported by NIBP in the process of development: 9 national or institutional policies supported by NIBP.
- 1.5: 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.

NIBP's achievement during this quarter in terms of the numbers of civil servants reached was impressive; however there is room for improvement, particularly in supporting and developing the capacities of National CDAs. During this quarter there was substantial improvement in the numbers of training and workshop activities as compared to Q1. Surprisingly the number of training and workshop activities was higher at the sub-national level than that at the national level.

Results for Output 1 per ministry

1.1 Ministry of Transport and Civil Aviation (MoTCA)

The annual target for MoTCA is 240 civil servants supported through training programmes, workshops and exposure visits in 2013, of which 25% are women. During the first quarter, 20 civil servants attended a workshop on Public private partnership, which included four women. In this quarter, NIBP provided training and exposure visits to 52 civil servants from MOTCA, out of which 5 (10%) were women.

In a landlocked country like Afghanistan with difficult terrain, civil aviation is a critical infrastructure to ensure connectivity with rest of the world. Aeronautical communications, navigation, and surveillance (CNS) systems are keys to the delivery of safe and efficient air traffic management. To strengthen capacities of the aviation personnel in these areas, NIBP assisted MoTCA in organizing training in India in areas of basic electronic and VSAT and RADAR. NIBP supported the training of 17 aviation personnel from MoTCA to attend the RADAR course, and 12 for the V-SAT course. These trainings were provided at CATC Allahabad, India under the MoU signed between Airport Authority of India (AAI) and Government of Islamic Republic of Afghanistan (GoIRA) under the South-South Cooperation.

NIBP organized a five-day exposure visit for the senior management of MoTCA to Delhi to study the urban transport system. NIBP coordinated with different agencies in India, including Ministry of External Affairs, Government of India, Delhi Integrated Multi-Modal Transit System Ltd. (DIMTS), and the Embassy of India to organise the exposure visit. The expected outcomes of the visit were that MoTCA management would better understand organizational and operational structures and process that are essential for an urban public transportation system. Eight civil servants (one female participant) from various levels of management participated in the programme..

On Coaching, mentoring and advising NIBP supported a total of 15 civil servants on the following areas:

- NIBP provided advice to the

Deputy Minister, Plan and Policy on the potential for Afghanistan to act as an Economic Land Bridge in Asia. NIBP helped the Ministry articulate and express its views at the international conference held on the issues in Istanbul.

Training, workshops and exposure visits			
Activities	Men	Women	Total
Workshop on public private partnership	14	1	15
RADAR training in India	15	2	17
Electronic and VSAT training in India	11	1	12
Exposure visit to India to study Urban Transport System	7	1	8
Total	47	5	52

- Following negotiations, NIBP successfully resolved the contentious issues that were hindering the implementation of the proposed training scheduled for MoTCA staff under the MoU signed between MoTCA and AAI..
- NIBP assisted MoTCA in finalizing the provisions of the proposed Memorandum of Understanding (MoU) with the Ministry of Land and Transport Affairs of the Republic of Korea.
- NIBP assisted and advised the Working Group of the Aviation Donor Coordination Board and coordinated the review meeting of the Working Group to review the progress with respect to Civil Aviation Action Plan. The Working Group also considered issues regarding mentoring of Afghan Civil Aviation Academy and capacity building of the Aviation personnel.

On policy development, NIBP supported the ministry on the institutional and functional responsibilities of MOTCA and on promoting gender sensitivity in the transport sector.

1.2 Ministry of Agriculture, Irrigation and Livestock (MAIL)

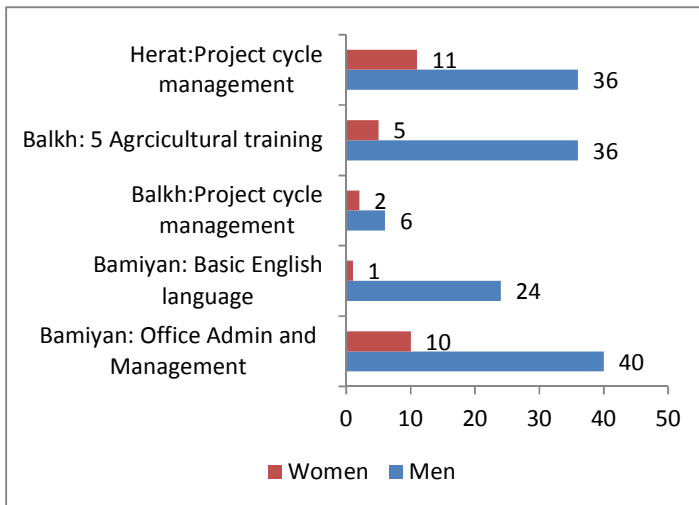
Besides working with MAIL at the Ministerial level, NIBP also works at the sub-national level with the Department of Agriculture, Irrigation, and Livestock (DAIL) in Bamyan, Herat, Kandahar, and Mazar-e-Sherif (Balkh)



Discussion among Farmers on Cooperatives in Balkh

The annual target for the year is to train 600 civil servants through training programmes, workshops and exposure visits. In order to promote gender equity and the strengthening of sub-national capacities, targets were established for the inclusion of 25% women participants, and 50% sub-national presence at training workshops. These targets have been significantly increased from 2012, where only 35 (11%) of the 315 civil servants who participated in the training programmes and workshops were women.

The target for Q2 is that out of the 150 participants selected for training programmes and workshops, 30 (25%) women participants should be selected. In this quarter, MAIL and DAIL were able to meet the target on the number of civil servants reached. A total of 175 civil servants attended workshops, training and exposure visits including 29 women (17.14% of total participants). Of the above mentioned trainings, one was conducted utilizing a South-to-South Cooperation Agreement. An exposure visit of senior management to Turkey took place covering the areas of Cold Chain Development and Private Sector Development.



MAIL/ DAIL disaggregated data for training programme and workshop in Q2

In addition, NIBP provided coaching, mentoring and advisory services in MAIL for 37 civil servants. These activities involved supporting 15 participants who were working at the policy level.

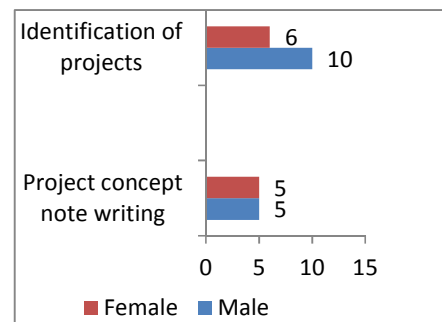
Three DAIL officials attended a project management workshop. Of the six civil servants that attended a workshop in Mazar-e-Sharif, two were females.

1.3 Ministry of Education (MOE)

NIBP works directly with the Department of Education. In this quarter, NIBP targeted to reach 300 civil servants, of whom 33% were to be women. At the end of the quarter, NIBP supported 175 civil servants including 71 women (41% of participants) to attend training/workshops and exposure visits. Twenty-four civil servants including eight women (33% of total participants) attended a training on skill development at VV Giri National Labor Institute, Noida. In the province of Herat, NIBP organized training to 127 civil servants including 56 women (44%). The nature of the training ranged from Public Administration and Management to Gender and Feminism. In line with the South-to-South Cooperation Agreement, NIBP supported an exposure visit to India participated by 24 civil servants including 7 women (29%). The objective of the exposure visit was to orient the participants on Technical and Vocational study and an overview of Labor Market in India.

1.4 Deputy Ministry of Youth Affairs (DMoYA)

In this quarter, NIBP targeted to train 60 civil servants; however, no training/workshops were organized in this quarter. There was progress in the provision of coaching and mentoring, with 26 civil servants benefitting from the service provided by NIBP including 11 women (42%). The subjects on the coaching and mentoring were on project concept note writing and identification of youth development projects.



In addition, NIBP supported DMOYA in facilitating consultation workshops in Kabul, Herat, Balkh and Kunduz for the development of the National Youth Policy. As a follow up from these consultation workshops, NIBP assisted in the development of the zero draft of the National Youth Policy.

1.5 Ministry of Information and Culture (MOIC)

No CDAs have been assigned to MOIC since the beginning of 2013. A recruitment process was undertaken and one national and one international CDA have been recently recruited and will be deployed to MOIC in Q3.

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

Besides working with MOLSMAND at the Ministerial level, NIBP also works with the Department of Labor, Social Affairs, Martyrs, and Disabled (DOLSAMD) in Herat at the sub-national level. The annual target for the year is to reach 1,000 civil servants (35% women) through trainings, workshops, and exposure visits. In this quarter, due to the departure of CDA from the Ministry, key activities were not executed. In Q2, 45 civil servants benefited from the training programme including 28 women (62.2%). This is against the quarterly target of 250 civil servants.

Training and workshops	Minister		Senior management		Total
	Male	Female	Male	Female	
Second coordination meeting on Labor			2		2
Second coordination meeting on Disabled	1		1	1	3
Gender and Labor Market Training			13	27	40

The Ministry also benefitted from two exposure visits to New Delhi, India as part of a South-to-South Cooperation

Agreement. A coordination meeting between MOLSMAND and the Indian Government Ministry of Labor and Employment took place in New Delhi, where the joint MoU between the two ministries was signed.

In addition, NIBP supported the second coordination meeting covering the Disabled Social Affairs MoU with the Government of India's Ministry of Social Justice and Empowerment. The delegation was led by the Minister with two accompanying senior level staff.

At this Ministry, NIBP also supported a training programme on Gender and Labor Market where 40 civil servants including 27 female participants (68%) attended. In the same quarter, with the support from the NIBP, 6 civil servants including 2 women (33%) benefitted from the coaching and advising services at the Ministry.

On policy and institutional support, NIBP supported the Ministry in the drafting of the policy on care-to-the-ageing people, Kindergarten standards and Persons with Disability.

NIBP also supported the department in a number of coaching activities. A total of 19 civil servants including 6 women (31.5%) were the principal beneficiaries. The nature of coaching ranged from Human Resources and Employment Procedures to letter writing to meeting management etc.

1.7 Central Statistics Organization (CSO)

In this quarter, NIBP planned to train 320 civil servants under CSO. During this period, three workshops in CSO and one workshop in the Ministry of Commerce and Industry (MoCI) were conducted. At the request of MoCI 126 civil servants including 20 female employees (16%) attended a training on statistics (details in the following table and chart). Through these activities, CSO has achieved its targets for training and gender mainstreaming set for the half year of 2013 under the annual monitoring plan of NIBP.



The workshop on Process Evaluation was attended by 40 senior and middle management level officials of CSO including 3 female employees. Another workshop on program evaluation and impact assessment was conducted in collaboration with Statistical Training Centre of CSO, which was attended by 33 officials, including 4 female employees. As a result of these learning sessions, the knowledge of participants on process evaluation (monitoring), program evaluation and impact assessment were enhanced. NIBP also conducted a workshop on Essential Skills of Office Management in CSO, which was attended by 25 middle management level officials of CSO, including 4 female employees. As a result of this workshop, the participants' ability to ensure proper coordination and communication internally and externally to CSO was enhanced. The participants' knowledge about maintaining a proper office environment and organizing their offices were improved. At the request of the two NIBP CDAs in MoCI, NIBP CDAs in CSO conducted a workshop on Strengthening the Database System in MoCI for 28 officials including 9 women employees of the Ministry. The participants' knowledge was enhanced on various topics such as, roles of official statistics in development policy cycle, barriers to official statistics, improving statistical literacy, statistical process cycle, statistical activities in and data gaps in MoCI, Management Information System (MIS), and recommended strategy for development of database system and website.

NIBP supported and facilitated the Group of Coordinators (GoCs) Meeting in New Delhi with the Government of India’s Ministry of Statistics and Programme Implementation (MoSPI). The purpose of this meeting was to finalize the Twinning Work Plan 2013 for CSO. NIBP also supported and facilitated a one-week Exposure visit of the CSO delegation led by H.E. Abdul Rahman Ghafoori, President General of CSO, to Statistics South Africa.

NIBP provided necessary technical advisory services to CSO senior management in undertaking statistical surveys such as National Risk and Vulnerability Assessment (NRVA) 2013-14, and Nutritional surveys. The NIBP CDA, as a Member of the CSO Steering Committee, participated in the kick off programme of NRVA 2013-14.

NIBP also conducted one to one coaching sessions on Presentation Skills, Monitoring and Evaluation for the Head of Monitoring and Evaluation Division of CSO and Emailing in English for 2 officials of Demography and Social Statistics Department of CSO. As a result of these coaching sessions,

- The participant’s ability to monitor and evaluate various statistical projects was enhanced.
- The participants’ knowledge about effective communication within and outside CSO through email and presentation was improved.

No	Subjects	Location of Seminar/ workshop	No of Participants	Female	Percentage of Female participants
1	Process Evaluation	CSO, Kabul	40	3	8%
2	Programme Evaluation	CSO, Kabul	33	4	12%
3	Presentation Skills (coaching)	CSO, Kabul	1	0	0%
4	Essential Skills of Office Management	CSO, Kabul	25	4	16%
5	Strengthening the Database System	MoCI, Kabul	28	9	32%
6	M&E (Coaching)	CSO, Kabul	1	0	0%
7	HR topics (Coaching)	CSO, Kabul	2	0	0%
8	Exposure Visits	Stats South Africa, Pretoria	3	0	0%
Total			133	20	15%

1.8 Ministry of Mines (MoM)

No national or international CDAs have been assigned to MoM by the end of the quarter. Recruitment for this post is ongoing.

1.9 Ministry of Public Health (MoPH)

This is a new ministerial partner for NIBP. The target set for the ministry for 2013 is to provide training programmes, workshops and exposure visits to 240 ministerial officials, of whom at least 25% of the participants are women. Furthermore, NIBP will support one south-to-south Governmental collaboration programme and support for the development of three national or institutional policies.



A national CDA has been placed; however, the International CDA recruitment is still on going, due to lack of qualified candidates despite having announced the vacancy three times. A five day Infection prevention workshop was funded by NIBP for 27 participants including 10 women (37%) from different Kabul National Hospitals. A workshop on Medical Ethics National Guideline Development was also conducted for 26 persons including 6 women. In total, in the quarter, 53 civil servants from MoPH were reached through training.

1.10 Ministry of Communication and Information and Technology (MoCIT)

No National or international CDAs has been assigned to the Ministry since the beginning of 2013. The Government of Azerbaijan showed an interest in supporting the Government of Afghanistan in e-Governance. NIBP, therefore, facilitated an exposure visit for the Government of Afghanistan officials to Azerbaijan. More details are provided in the box below.

Information on E-Governance: Retreat to Baku

Azerbaijan's rapid economic development in recent years has provided a unique opportunity not only for development of different sectors including e-governance but also for transforming the country into a new development model and an emerging donor. Many international organizations and individual countries hail the country's achievements in the field of e-governance, in particular the successful experience of the Government of Azerbaijan in harnessing the e-Governance potential for development within several projects jointly implemented with UNDP. Meanwhile, many developing nations and transition economies are benefitting or aim to benefit from this experience. One of them is

the Islamic Republic of Afghanistan, the country which has always been in the spotlight of the international community.



UNDP and Government of Azerbaijan along with the delegation of the Afghan Government in Joint Press Conference (support of e-governance to Afghanistan)

The prominent part of Azerbaijan's support to the development of Afghanistan is concentrated in the area of e-governance. In 2012, Azerbaijan International Development Agency (AIDA) of the Ministry of Foreign Affairs allocated USD150,000 in development assistance to Afghanistan's ICT sector. This contribution by the Government of Azerbaijan is channelled through the United Nations Development Programme (UNDP). UNDP Country Offices in Azerbaijan and Afghanistan are facilitating Azerbaijan's assistance to Afghanistan in the E-Governance following the statement made by the President of Azerbaijan H.E. Ilham Aliyev in support of Afghanistan, Azerbaijan has further enhanced its cooperation with respective Afghan Government institutions. A number of Azerbaijani Government entities started assisting Afghani counterparts, through providing trainings and study-tour visits. Several joint initiatives have been launched and are actively pursued both in Baku and Kabul. The bilateral cooperation between Azerbaijan and Afghanistan has been highly appreciated by international partners and senior international officials including the Special Representative of the UN Secretary General to Afghanistan Mr. Jan Kubis who underlined the importance of Azerbaijan's contribution to the regional partnership.

The Government of Afghanistan on numerous occasions has echoed its interest in enhancing bilateral cooperation with Azerbaijan in the field of information and communications technologies. Study visits of high level Afghan officials organized with UNDP assistance are an important ingredient of this cooperation.

In line with the above, a delegation comprised of 22 senior officials from the Government of the Islamic Republic of Afghanistan headed by H.E. Mr. Amirzai Sangin, Minister of Communications and Information Technology and embracing representatives of several Ministries at Deputy Minister level visited Baku on June 9-15 in order to study the experience of Azerbaijan in harnessing potential of e-Governance for development and to

discuss possible interventions in Afghanistan. The mission held meetings with several Azerbaijani partners including the Ministry of Foreign Affairs (including discussions with AIDA), the Ministry of Communications & Information Technologies, the Ministry of Justice, the State Social Protection Fund, the State Customs Committee, the Civil Service Commission and the State Agency for Public Service and Social Innovations in Baku. The mission organized by UNDP Azerbaijan and Afghanistan Country Offices, the Ministry of Foreign Affairs of Azerbaijan with special role of AIDA, the Ministry of Communications & Information Technologies of the Republic of Azerbaijan and the Ministry of Communications & Information Technologies of the Islamic Republic of Afghanistan is expected to pave the way for designing and implementing similar initiatives in Afghanistan including those where Afghan and Azerbaijani specialists can work together. Both Azeri and Afghan senior officials have agreed on importance and necessity of utilizing such a unique partnership opportunity facilitated by UNDP. To this end, special Group of Coordinators (GoC) consisting of representatives of the key Government Institutions involved in the process in both Afghanistan and Azerbaijan as well as UNDP offices in both countries. It is expected that the Group will play a key role in ensuring implementation of the plans discussed during the preparatory stage.

The initiative coincides with Azerbaijan’s two-year membership in the UN Security Council and highlights Azerbaijan’s commitment to be an active player in regional and global affairs and use the fruits of its rapid growth of the past 20 years to assist other nations. The bilateral cooperation may also contribute to stimulating economic development and eventually promoting stability in Afghanistan.

1.11 Ministry of Commerce and Industries (MoCI)

The three CDAs (two international and one national) to the MoCI prepared a Capacity Development Plan for the Ministry. With a view to support the Ministry in its mandate to work with the private sector, NIBP incorporated indicators and targets to support the entrepreneurs, artisans, and craftsperson. For 2013, NIBP plans to support 100 ministerial officials or civil servants and 250 entrepreneurs, artisans, and craftswomen and men from Small and Medium-sized Enterprises (SMEs).

Exposure visits, Training, Workshops	Male	Female	Total
Exposure visit to Istanbul	4	0	4
Regional Cooperation AKT- Dushanbe	4	0	4
Workshop on Change Management	13	8	21
Workshop on Office Procedures	18	10	28
Workshop on Gender Issues	15	15	30
Workshop on Coordination among gender units	4	41	45
Workshop on data management	21	9	30
Workshop on communication and report writing	21	10	30
TOTAL	111	83	194

During Q2, a total of 194 civil servants benefitted from trainings, workshops and exposure visits, and out of whom 82 were women (27%). The nature of trainings and workshops comprised of change management, office procedures, gender issues, coordination amongst gender units, data management, communication skills and report writing.



Visit of Afghan delegation to Evtteks 2013 in Istanbul, turkey in May 2013

Under the provision of South-to-South cooperation, NIBP also supported a visit of MoCI delegation to Dushanbe, Tajikistan to attend the Roundtable Conference on fostering Afghanistan-Kyrgyzstan-Tajikistan (AKT) regional cooperation in the field of agriculture and agro-industry. Apart from representatives of the Ministry and UNDP, there was a representation from MAIL (Ministry of Agriculture, Irrigation and Livestock) and MRRD (Ministry of Rural Rehabilitation and Development). NIBP also funded visit of a delegation to Istanbul to attend an international trade fair on home textiles (Evtteks 2013).

On coaching, mentoring and advising, NIBP supported a total of 30 civil servants with 9 (30%) of them women. They have received services on English language learning (25 persons) and Small and Medium enterprises (5 persons). NIBP has committed its support to the ministry for the development of five national or institutional policies. At the close of Q2, NIBP supported the ministry on the development of following documents:

- Survey Formats of industrial infrastructure in Kabul and Provinces
- Concept paper on requirement of credit for SMEs and need for establishment of an industrial bank
- Proposal for Rejuvenation of Common Facilities and Tool Room Center (CFTRC)
- Government Procurement Policy for SMEs
- Roadmap of activities for SMEs and PSD (Private Sector Development) Directorate
- Brief Note on regional collaboration between AKT after Dushanbe meeting of 1st week of April 2013
- Preparation of MoU for Collaboration with India in SME sector
- Proposal for Harakat for establishment of an industrial bank

NIBP is assisting the Ministry in establishing an incubator centre in Kabul and providing training to 200 Afghans at various Indian institutes with funding support from the Government of India. NIBP is also supporting coordination between Ministries in discussions related to cooperation between AKT countries.

1.12 Ministry of Economy (MOEC)

Besides working with MOEC at the Ministerial level, NIBP also works at the sub-national level with the Department of Economy (DOEC) in Herat. At the Ministerial level, NIBP supported the ministry in developing Inter-Ministerial Commission for Capacity Development (ICCD). The targets set for the year 2013 are to provide training programmes, conduct workshops and exposure visits to 200 civil servants within the ministry of which 25% are slated to be women. NIBP also pledges to utilize at least



A workshop in Ministry of Economy

one South-to-South Governmental collaboration programme, and to support the development of two national or institutional policies.

Training, worships and exposure visits	Male	Female	Total
Human Resources Management	12	8	30
Gender sensitization	25	10	35
Report writing	6	2	8
PDC Annual Plan	2	2	4
Computer Training	2	2	4
Quarterly report writing	2	2	4
Yearly report writing	6	2	8
English Language	2	3	5
Internet Training	10	10	20
Presentation skills	2	1	3
Database	6	0	0

In Q2, NIBP supported 126 civil servants including 41 women (33%), both from the Ministry and the Department of Economy in Herat (combined). They received training in 12 different areas. The participation of civil servants ranged from senior management to junior technical level depending on the type and interests of the civil servants.

Twelve civil servants also benefited from coaching and mentoring learning about office procedures and English language.

1.13 Ministry of Rural Rehabilitation and Development (MRRD)

MRRD is a new ministerial partner of NIBP from the first quarter of 2013. One national and International CDAs have worked together to develop a Capacity Development Plan for MRRD for 2013.

The targets set for 2013 (Q2-Q4) are to provide training programmes, organize workshops and exposure visits to 150 civil servants of the ministry, of which 25% are women. NIBP also plans to organize at least one South-to-south Governmental collaboration programme, and to provide support to the development of three national or institutional policies.

A total of 400 civil servants including 80 women (20%), benefited from the training-cum-workshop activities on topics ranging from financial, HR, procurement to standard bidding documents.

On policy and institutional support, NIBP facilitated the process of developing a capacity development plan for MRRD.

Deputy Minister (Adm and Fin) addressing regional/provincial Directors at MRRD



Training, workshops, exposure visits	Men	Women	Total
Workshop on strategic intent of MRRD	36	8	44
Workshop on Experience sharing of PRRDs	55	10	65
Coordination workshops	55	10	65
Training-cum-workshop on Financial, HR, Procurement and Gender Planning	54	12	66
Workshop on Procurement Law	22	8	30
Workshop on Standard Bidding documents	21	9	30
Workshop on Internal procurement procedures of MRRD	21	9	30
Interaction meeting cum workshop at Herat	10	5	15
Exposure visit at Herat	26	4	30
Integration meeting at Herat	20	5	25

1.14 Ministry of Foreign Affairs (MoFA)

MOFA is also a new ministerial partner of NIBP. The assigned national CDA works as a trainer at the Institute of Diplomacy (IoD). In addition to training of new recruits at IoD, NIBP provides support to the staff and faculty in the development of training materials and setting institutional timetables.

The annual target set for the year 2013 is to support 95 civil servants (including 8 women) who enrolled in IoD, plus 40 civil servants at the sub-national offices of MOFA and other ministries through training, workshops and exposure visits; and facilitate one South-to-south Governmental collaboration programme. In Q2, NIBP continued to support the current group of 95 civil servants who have enrolled at IoD. The trainees have gone through some of the basic courses like Etiquette and Diplomatic manners and writing skills.

1.15 Ministry of Justice (MOJ)

A national CDA was recruited and placed at the beginning of Q2. In Q2, there was some encouraging progress. NIBP supported training programmes to 135 staff including 24 women participants (18%), against the annual targets of 240 ministerial officials or civil servants. The training activities were entirely focused on the ministry's core functions such as training on harmonization in drafting and scrutinizing legislative documents, elaboration on the formulation and coordination of legislative documents and legal drafting.

During this period, on coaching and mentoring, NIBP supported

two civil servants on effective writing and on management planning and policy.

Training activities at Ministry of Justice	Men	Women	Total
Harmonization in drafting and scrutinizing legislative documents	37	8	45
Elaboration on formulation and coordination of legislative documents	37	8	45
Legal drafting	37	8	45
Total	111	24	135

EXPENSES FOR THE QUARTER

During Q2, a total of USD 2,257,537 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of where NIBP is in relation to its annual targets after Q2

Table 1: Q2 Targets for Output 1

2012 Baseline	2013 Annual Targets	Q2 Planned	Q2 Actual	Overall progress to date (since the beginning of the year)
1.1 3,011 civil servants supported through training programs, workshops and exposure visits.	1.1 5,000 civil servants supported through training programs, workshops and exposure visits. The Quarterly breakdown is as follows Q1: 20% Q2: 25% Q3: 30% Q4: 25%	1,250	1,576 on Target	1.1 MoTCA: 72/240 (below quarterly target) 1.2 MAIL: 355/600 (above quarterly target) 1.3 MoE: 179/300 (above quarterly target) 1.4 DMoYA: 59/240 (below quarterly target) 1.5 MoIC: No CDAs assigned 1.6 MoLSAMD 277 /1,000 (below quarterly target) 1.7 CSO 279/320 (above quarterly target) 1.8 MoM: No CDAs assigned 1.9 MoPH: 53/240 (below quarterly target) 1.10 MoCIT: No CDAs assigned 1.11 MoCI: 209 /100 civil servants (above quarterly target) & 55/250 Entrepreneurs (below quarterly target) 1.12 MoEc: 225/200 (above quarterly target) 1.13 MRRD: 400/150 (above quarterly target) 1.14 MoFA: 95/95 (on target for year) 1.15 MoF: No CDAs assigned 1.16 MoJ: 135/240 (above quarterly target)

2012 Baseline	2013 Annual Targets	Q2 Planned	Q2 Actual	Overall progress to date (since the beginning of the year)
1.2 516 women (16% of total) were supported through training programs, workshops and exposure visits.	1.2: 1,250 women (25% of total) are supported through training programs, workshops and exposure visits The Quarterly breakdown is as follows Q1: 20% Q2: 25% Q3: 30% Q4: 25%.	313	381 Above target	1.1 MoTCA 9/60 (below quarterly target) 1.2 MAIL: 59/150 (below quarterly target) 1.3 MoE 79/100 (above quarterly target) 1.4 DMoYA: 25/60 (below quarterly target) 1.5 MoIC: No CDAs assigned 1.6 MoLSAMD 109/350 (below quarterly target) 1.7 CSO 57/80 (above quarterly target) 1.8 MoM: No CDAs assigned 1.9 MoPH: 22/60 (below quarterly target) 1.10 MoCIT: No CDAs assigned 1.11 MoCI: 105/105 (on yearly target) 1.12 MoEc: 30/50 (above quarterly target) 1.13 MRRD: 80/40 (above yearly target) 1.14 MoFA: 8/8 (on target for year) 1.15 MoF: No CDAs assigned 1.16 MoJ: 24 /60 (below quarterly target)
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.	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. The Quarterly target of sampled trainees is a minimum of 300 per quarter	200 participants included in group discussions or interviewed	Data not available	At the close of Q2, Project M&E was not adequately staffed to report on this indicator.
1.4: 18 national or institutional policies supported by NIBP.	1.4: 20 national or institutional policies supported by NIBP in the process of development The Quarterly breakdown is as follows Q1: 25% Q2: 25% Q3: 25%	5	12 Above target	Figures from the second quarter 1.1 MoTCA: 2 1.2 MAIL: 1 1.3 MoE: 0 1.4 DMoYA: 2 1.5 MoIC: No CDAs assigned 1.6 MoLSAMD: 0 1.7 CSO: 0 1.8 MoM: No CDAs assigned 0

2012 Baseline	2013 Annual Targets	Q2 Planned	Q2 Actual	Overall progress to date (since the beginning of the year)
	Q4: 25%			1.9 MoPH: 0 1.10 MoCIT: No CDAs assigned 1.11 MoCI: 6 1.12 MoEc: 0 1.13 MRRD: 1 1.14 MoFA: 0 1.15 MoF: No CDAs assigned 1.16 MoJ: 0
1.5: 40 training programs or exposure visits utilizing a South-to-South Cooperation Agreement	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%	15	8 Below target	1.1 MoTCA: 1 1.2 MAIL: 1 1.3 MoE: 1 1.4 DMoYA: 0 1.5 MoIC: No CDAs assigned 1.6 MoLSAMD: 2 1.7 CSO: 1 1.8 MoM: No CDAs assigned 1.9 MoPH: 0 1.10 MoCIT: No CDAs assigned 1.11 MoCI: 2 1.12 MoEc: 0 1.13 MRRD: 0 1.14 MoFA: 0 1.15 MoF: No CDAs assigned 1.16 MoJ: 0

B. OUTPUT 2: Organizational Capacity of IARCSC to build on an efficient and effective civil service supported

2.1 Independent Administrative Reforms and Civil Service Commission (IARCSC)

In addition to various ministries, NIBP has also engaged itself directly with IARCSC, by its presence in General Directorate for Programme Design and Management (GDPDM) and Civil Service Management Department (CSMD) at the national level. It has further expanded its IARCSC's presence at the sub-national level in the following regions:

- Herat
- Kandahar
- Kabul
- Kunduz
- Mazar
- Nangarhar



Heads of CSC at Regional Hub Steering Committee meeting in Astana (Kazakhstan)

The target for the year 2013 is set at 200 civil servants within the regions of which 40 (20%) are to be women. NIBP pledges a degree of support to the regional CSC offices to facilitate an increase in the number of women hired in the provinces.

General Directorate of Programs design and Management (GDPDM):

In Q2, NIBP supported two exposure visits of high level delegations to Kazakhstan and Bahrain. In Kazakhstan the ministerial and senior level delegation participated in the Global Conference on Modernization of Civil Services. The delegation also participated in the first meeting of the Regional Hub Secretariat created under the aegis of UNDP, Kazakhstan. Extending the Regional Cooperation, NIBP also facilitated the ground work for possible partnership with Kazakhstan's Agency of Civil Service through an MOU.

NIBP also supported another senior official from IARCSC to participate in an International Workshop held in Bahrain, on capacity building, which focused on "Transfer and adaptation of innovative practices for improved public service delivery in LDCs". It is hoped that this participation may result in opening the doors for other partnerships in other countries and emulation of other successful reforms carried out by other countries in areas of public service.

NIBP supported 11 senior and mid-level civil servants in the GDPDM including 2 women (18.18%) through coaching and advising on development of Technical Capacity Assessment Tools and Methodology and advised on the shortcomings in the developed M & E Manual for the World Bank's Capacity Building for Results CBR project.

Within GDPDM, NIBP conducted a training for five people under the Technical Capacity Assessment Unit on assessing capacity on strategy planning aspect of various Ministries/Provinces. Outside the set indicators, NIBP also developed Technical Capacity Assessment modules on strategic planning, organizational governance, human resource management, financial management, procurement management, communications etc.

Civil Service Management Department (CSMD)



The target for the current year is to support six national or institutional policies including the ongoing development of HR strategy for CSMD for the next two years. NIBP has further targeted to provide six training programmes or exposure visits utilizing a South-South Cooperation agreement.

During Q2, NIBP under the South-to-South Agreement supported two exposure visits: one in Turkey (Ankara and Bursa) for training on gender mainstreaming and the other was in Azerbaijan (Baku) on Human Resources Management Information System (HRMIS).

Likewise, on coaching and advising, NIBP provided support to seven civil servants in the areas of gender strategy, anti-harassment policy, annual training plan and 10 coaching sessions on cadre system and management. Out of the seven participants, four (57%) were women.

On Policy front, NIBP's support was instrumental in designing polices on Gender strategy, Anti-harassment and Gender baseline survey.

Training, workshops and exposure visits	Men	Women	Total
Cadre system vis-à-vis India	11	3	14
Training and exposure on gender mainstreaming	0	19	19
Exposure visit on HRMIS	12	0	12
Interactive session with gender participants		14	14
Total	23	36	59

2.2 Afghan Civil Service Institute (ACSI)

This is a new addition to the NIBP. At the close of Q2, no national or international CDA was assigned. The target set for the year 2013 is to support three organizational sector-based capacity Development Training Programmes, workshops and exposure visits, and facilitate one training programme through South-South Cooperation Agreement.

2.3 General Directorate of Provincial Affairs (GDPA) and Civil Service Commissions (CSC)

GDPA is the focal and responsible agency for coordinating the provincial Civil Service Commissions in the country. It works in close communication with the GDPDM. NIBP CDAs in all six regions have completed capacity assessments and have identified the capacity gaps, which has informed the development of CD plans. At the close of Q2 all provinces have their CD plans in place.

The target set for the year 2013 is to support training programmes, workshops and exposure visits with a view to provide at least two such training to each civil servant in the regional offices. In numerical terms the target is set at training 100 civil servants. NIBP aims for 20% of the participants to be women.

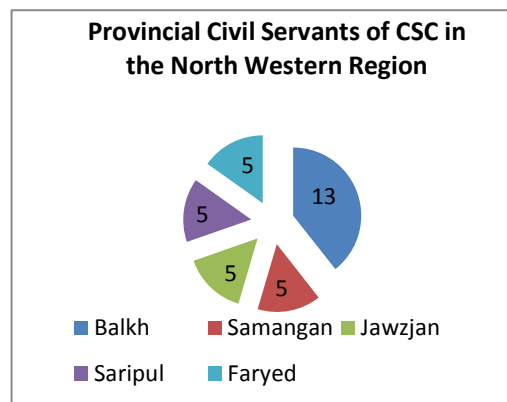
Output 2 Results per Regional CSC Regional Offices

Provinces	coaching and mentoring at CSC regional offices	
	men	women
Balkh(Mazar)	9	0
Herat	15	5
Kabul	8	0
Kandahar	8	0
Kunduz	8	0
Nangarhar (Jalalabad)	9	0
Total	57	5

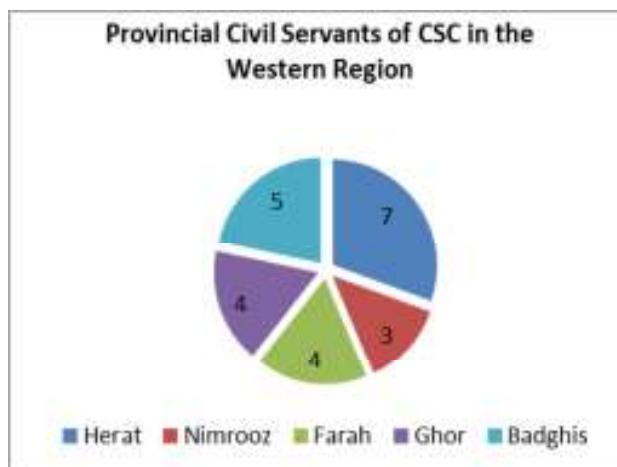
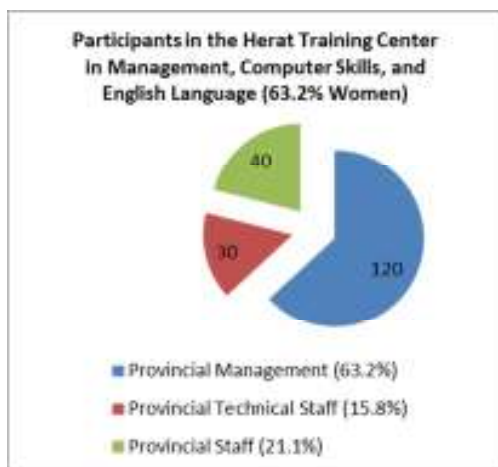
In Q2, with the support from NIBP, six regional CSC offices conducted altogether 62 different coaching and mentoring activities. In the provinces, participation of women was very nominal, perhaps for the reason that strong cultural stigma is more pronounced in the provinces than in the capital.

Balkh (Mazar)

In the second quarter of this year, NIBP reinforced 91 civil servants in different training and workshop programmes of whom 16 (18%) were women participants. Training included in the area of capacity building, budget planning and proposal writing



Herat



In Q2, Herat IARCSC conducted a workshop on women in governance attended by 111 women civil servants. As an outcome of the seminar, the participants decided to form a gender focal point in each line department. NIBP also supported the capacity building working group. A change unit and institutionalization of National CDAs is on process.

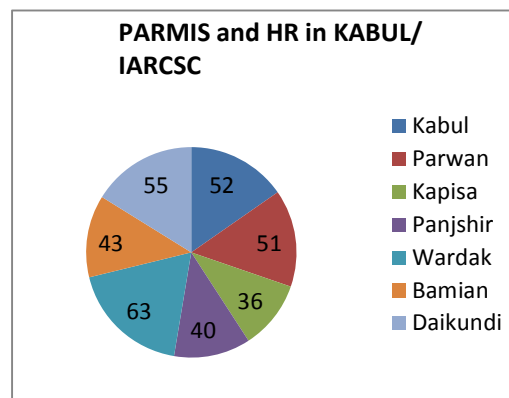
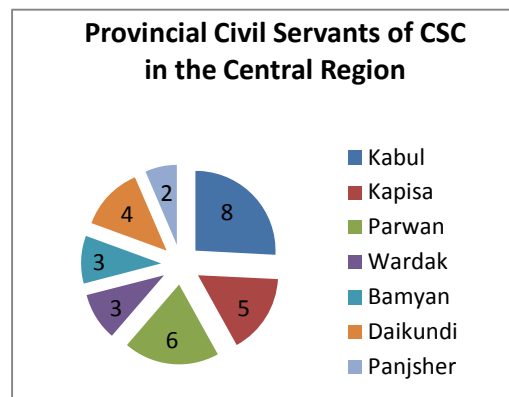
NIBP offered an orientation programme to the Director and Division chiefs on the recruitment and merit system in the Indian civil service and exchanged experiences on how civil service in Afghanistan can benefit from Indian experience.

A proposal for an exposure visit to Kazakhstan has been approved by the NIBP, and will take place in the coming quarters. NIBP has initiated a process to work together with ASGP to promote women in governance. The programme will be developed and rolled out in the upcoming quarters.

Kabul

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.

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



On coaching and mentoring, NIBP supported nine civil servants on core functioning of the CSC. In addition, a workshop on "Development and Implementation of the Provincial Administrative Reform Management Information System (PARMIS) and the Human

Resources Network” was organized with 52 participants from Kabul, 50 from Parwan, 35 from Kapisa, 40 from Panjsher, 60 from Wardhak, 43 from Bamian and 55 from Daikundi. The participants were from database/ IT and human resources and CRCSC and PAD participants representing CSC, Governor’s Office and line departments.

The participants were introduced to PARMIS, its objectives, expectations and outcomes, its data collection formats/templates and development of PARMIS data collection Action Plan. The Action Plan includes the establishment of data collection team, who were provided an introduction to the datacollection process and development and finalization of PARMIS. In addition, the participants were introduced to the HR Network Goals & Objectives and the HR Network Members and their roles and responsibilities. An action plan will be developed to define further activities on the HR Network.

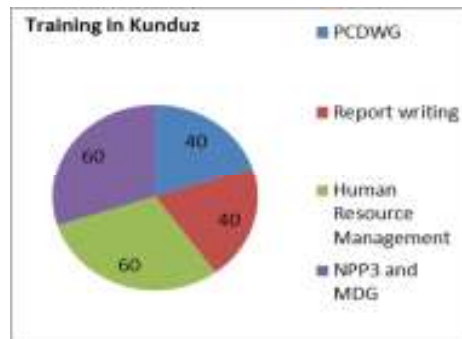
Kandahar

The Regional CD Plan was developed in close consultation with the regional director, the National CDA, and provincial directors. In Q2, NIBP supported 75 civil servants in the area of capacity building working group and Human Resources Management issues.

Thematic papers on capacity building and exposure visits have already been prepared and submitted for its approval, and it is expected that in the upcoming quarters, the proposals will be gradually implemented. The international CDA has contributed to development of training materials for the civil servants.

Kunduz

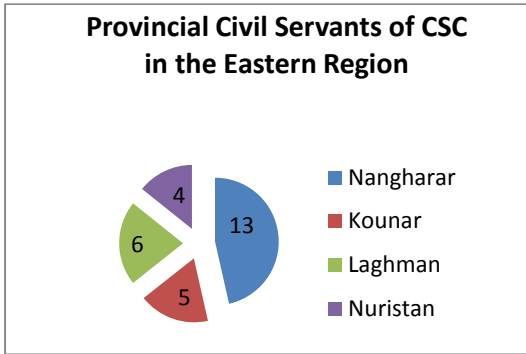
Due to the lack of a Minimum Operational Security Standard (MOSS) compliant workplace and challenges in getting MOSS compliant housing for the international CDA, there has been a prolonged delay in achieving set targets. Despite this challenge, a CD Plan has been submitted and is now already in action. The national and international CDAs assigned to this North Eastern Region also supported the 20 civil servants in Kunduz, Baghlan, Takhar, and Badakhshan. Only one female is present in Badakhshan province.



In Q2, NIBP supported number of activities to around 200 civil servants on training in different areas.

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 inroads to achieving set targets.



At the close of the quarter, NIBP finalized and approved a CD plan. Meanwhile, 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 (3%) of the

participants were women.

The Regional Director travelled on the exposure visit to India. In addition to the trainings, NIBP provided coaching to a Provincial Director and 12 managers and technical staff in the areas 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 Q2, a total of USD 68,965 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of where NIBP is in relation to its annual targets after Q2

Table 2: Q2 targets for Output 2

2012 Baseline	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
2.1.1: 174 civil servants supported through training programs, workshops and exposure visits.	2.1.1: 200 civil servants supported through training programs, workshops and exposure visits. The Quarterly breakdown is as follows Q1: 20% Q2: 25% Q3: 30% Q4: 25%	50	70 Above target	IARCSC: 11 CSMD: 59
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	25 (41.66%) Above target	IARCSC: 2 CSMD: 23
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	Data not available	At the close of Q1, Project M&E was not adequately staffed to report on this indicator

2012 Baseline	2013 Annual Targets	Q2 Planned	Q2 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	3	IARCSC: 0 CSMD: 3
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	4	IARCSC: 2 CSMD: 2
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	#	IARCSC: CSMD: Gender strategy
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.
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.

2012 Baseline	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
2.3.1: No CD Plan developed by NIBP	2.3.1: 6 CD Plans developed by NIBP	6	6 (target met)	Balkh (Mazar): 1 Herat: 1 Kabul: 1 Kandahar: 1 Kunduz: 1 Nangahar (Jalalabad): 1 Annual target achieved.
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	959 (at least 136 women/12% - data in some regions not available)	Balkh (Mazar):91 (16 women/ 18%) Herat: 111 (all women) Kabul: 340 (9 women/0.26%) Kandahar: 75 (data not available on number of women) Kunduz:200 (data not available on number of women) Nangahar: 370 (data not available on number of 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	0	No activities undertaken in this quarter, but are planned for future quarters.
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	Data not available	At the close of Q2, Project M&E was not adequately staffed to report on this indicator

III. GENDER SPECIFIC RESULTS

UNDP has mandated that all projects must allocate 20% of their total budget to gender-related activities. To attain this objective, NIBP has decided that an overall 25% of participants in its workshops, training programs or exposure visits are to be women. It is a feasible target considering that in 2012 there was approximately 20% women's participation overall. To ensure that this target can be reached, this year NIBP has taken a more proactive approach by reaching out to women managers and staff to inform



Different Ministries Gender Units visits form Women social center in Turkey

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 that 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.

In Q2, out of 1,576 government officials and civil servants who participated in NIBP-organized training, workshops, and exposure visits, 381 women were included. Combined with the figures from Q1, the percentage of women participants in NIBP-funded training, workshops, and exposure visits is 26% (607 women out of 2,338 total participants).

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

Professional Development of Women: These are Workshops, Training Programs or Exposure Visits exclusively for the professional development of women in 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 Q2, 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 the future, corrective measures will be taken utilizing the strategies listed above.

During the Q2 a total of 67 events took place, of them six events specifically were focused on gender related issues and the rest took place on gender-related training, workshops, and coaching, mentoring activities both at national and sub-national level.

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.

IV. PARTNERSHIPS

NIBP recently started engagement with the Government of Azerbaijan to support the GoIRA in the area of e-Governance. More details can be found in the narrative under the Ministry of Communication and Information and Technology section.

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 way 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 skill sets.

- **Low motivation and resistance to change**

The current organization structures, high turnover amongst staff, and employee emolument 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 Ministries, frequent changes of the top leadership are a known phenomenon, which results in disruption of daily activities in the respective 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 international CDAs**

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.

In order to yield the highest efficacious result to the output of NIBP support in the line departments with national CDAs but with no provision of international CDAs, it would be desirable to assign a facilitative role to international CDAs available at the regional level. This should be done in close consultation and coordination between relevant regional level institutions.

- **Standardize NIBPs approach to Capacity Development**

There is a need to ensure that 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.).

- **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 to Singapore, Philippines, Nepal, Azerbaijan, the UK, and Italy, but 77 per cent of the visits were to India. Turkey, Azerbaijan, and neighboring countries such as Tajikistan, Uzbekistan and Kazakhstan have been identified as key partnerships and had visits in 2013.

- **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 from the Project. 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.

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 (i) consolidating the existing activities and (ii) 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.

- **Role of GDPDM**

GDPDM will continue to assume the coordinating role for national within the various ministries under the NIBP. Deliberated effort will be placed on mainstreaming gender into GDPDM's policy formulation strategies.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE

The Interim Donor Report January- June 2013 for ("NIBP")

Annex 1. Financial Table

DonorName	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	-	1,184,242	1,080,000	-	817,512	1,446,730	256,933	-	-	-	1,189,797
Italy	1,233,046	1,233,046	1,063,210	-	186,036	-	-	92,703	93,333	27,382	-	-	-	65,950
Japan	10,160,000	7,000,000	5,194,556	-	1,791,400	3,160,000	-	1,790,687	3,160,713	626,195	18,126	-	-	2,516,392
SDC (Switzerland)	1,906,101	1,486,814	1,052,277	-	434,537	419,287	-	301,450	552,374	71,117	-	-	-	481,258
UNDP (Core Fund)	5,161,290	2,827,199	2,827,199	-	-	2,334,091	-	907,088	1,427,003	194,034	323	-	-	1,232,647
Grand Total	23,496,095	16,502,717	12,508,071	-	3,997,522	6,993,378	-	3,909,440	7,081,461	1,175,660	18,449	-	-	5,887,352

Note:

- i) The figures provided in the above statement are provisional; the final figures will be known once the 2013 mid year closure exercise has been completed by end of August 2013.
- 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 un spent balance will transfer to GEP II within the third quarter of 2013 accounting period.

ANNEX 2: EXPENSES BY OUTPUT

The Interim Donor Report January- June 2013 for ("NIBP")

Annex 2. Expenses by Output

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Expenses (April-June-2013)	Cumulative Expenses (Jan-June)	Delivery Rate	Remarks
Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	7,704,540	677,437	2,257,537	2,934,974	38.1%	
Sub-total Output 1	7,704,540	677,437	2,257,537	2,934,974	38.1%	
Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	1,807,112	132,455	68,965	201,420	11.1%	
Sub-total Output 2	1,807,112	132,455	68,965	201,420	11.1%	
Output 3: (Atlas ID 00073380) "Project Management Unit"	1,650,527	985,664	(212,619)	773,045	46.8%	
Sub-total Output 4	1,650,527	985,664	(212,619)	773,045	46.8%	
Grand Total	11,162,178	1,795,557	2,113,883	3,909,440	35%	

ANNEX 3: EXPENSES BY DONOR

The Interim Donor Report January- June 2013 for ("NIBP")

Annex 3. Expenses by Donor

Donor Name	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar 2013)	Expenses (April-June 2013)	Cumulative Expenses (Jan-June)	Delivery Rates
India	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	2,262,035	197,300	611,952	809,252	36%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	109,883	-	-	-	0%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	32,900	-	8,261	8,261	25%
Sub-Total		2,404,818	197,300	620,212	817,512	34%
Italy	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	204,713	10,223	82,480	92,703	45%
Sub-Total		204,713	10,223	82,480	92,703	45%
Japan	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	3,411,122	383,319	1,266,337	1,649,656	48%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	1,417,483	38,936	69,705	108,642	8%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	172,324	21,556	10,833	32,389	19%
Sub-Total		5,000,929	443,811	1,346,876	1,790,687	36%
SDC	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	1,080,881	27,192	274,257	301,450	28%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	136,746	-	-	-	0%
Sub-Total		1,217,627	27,192	274,257	301,450	25%
UNDP (Core Fund)	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	745,788	59,403	22,511	81,914	11%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	143,000	93,519	(741)	92,778	65%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	1,445,303	964,108	(231,713)	732,395	51%
Sub-Total		2,334,091	1,117,031	(209,943)	907,088	39%
Grand Total		11,162,178	1,795,557	2,113,883	3,909,440	35%

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	COUNTERMEASURES/M NGT. 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 arrangements; and operation in safe provinces	Project Manager	Project Officer	February, 2013	Increasing
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	Project Manager	Project Officer	February, 2013	Increasing

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
					UNDP approach to CD presentation workshops to establish uniqueness of NIBP				

ANNEX 6: NIBP WORKSHOPS, TRAINING PROGRAMS, AND EXPOSURE VISITS IN Q2¹

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														
1.1 Ministry of Transport and Civil Aviation														
1	Public Private Partnership	Kabul		4	10	6						20	4	20%
1.2 Ministry of Agriculture, Irrigation, and Livestock														
1	MAIL Delegation Exposure Visit to Turkey	Turkey		3								3	1	33.3%
1.3 Ministry of Education/Department of Education														
	Detailed data not available at time of reporting													
1.4 Deputy Ministry of Youth Affairs														
	None in this quarter													
1.6 Ministry of Labor, Social Affairs, Martyrs, and Disabled														
1	Second coordination meeting of MoU on labor affairs	New Delhi in Ministry of Labor and employment of India	2									2		
2	Second coordination meeting of MoU on Disabled and Social affairs	New Delhi in Ministry	1	2								3	1	33%

¹ Due to limited M&E capacity within the Project in this quarter, the data provided here is incomplete.

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														
		of Social Justice and empowerm ent of India												
3	Gender and labor market concept	MoLSAMD		13	9	18						40	27	68%
1.7 Central Statistics Office														
1	Process Evaluation	CSO		4	28	8						40	3	8%
2	Programme Evaluation	CSO		5	19	9						33	4	12%
3	Essential skills of Office Management	CSO		2	19	9						25	4	12%
4	Strengthening database	MOCI			19	9						28	9	32%
5	Exposure visit	South Africa	2		1							3		
1.10 Ministry of Communications and Information Technology														
1	Exposure visit Istanbul	Kabul	1	3								4	0	0%
2	Regional Cooperation (AKT)	Dushanbe		5								5	0	0%
3	Workshop on Change Management	Kabul		1	20							21	8	38%
4	Workshop on Office Procedures	Kabul		1	27							28	10	35%
5	Workshop on Gender Issues	Kabul		4	26							30	15	50%
6	Workshop on coordination amongst gender units	Kabul	1	10	35							45	40	89%
7	Workshop on Data Management	Kabul	1	5	25							30	9	30%
8	Workshop on Communication skills and Report Writing	Kabul	1	5	25							30	10	33%

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														
1.12 Ministry of Economy														
1.	Human Resource Management	MOEC										3	8	26.6%
2	Gender Sensitization	MOEC										35	10	28.6%
3	Report writing	E. D.							3	2	3	8	2	25%
4	PDC Annual Plan	E.D.							1		3	4	2	50%
5	Computer Training	E.D.							1		3	4	2	50%
6	Quarterly Report	E.D.							1		2	3	1	33%
7	Yearly Reports	E.D.						1	3		5	8	2	25%
9	English Language Training	E.D.							1		4	5	3	60%
10	Internet Training	E.D.						1	4	2	13	20	10	50%
11	Presentation Skills	E.D.							2		1	3	1	33%
12	Database	E.D.								4	2	6		
1.13 Ministry of Rural Rehabilitation and Development														
1	Training Programs cum Workshop on Strategic intent of MRRD with Provincial Affairs Directorate (PAD) and Provincial Rural Rehabilitation and Development (PRRDs) Directors	MRRD conference room	1	4	5		34					44	8	18.06 %
2	Workshop on experience sharing of PRRDs on Provincial Matters with MRRD central authorities	MRRD conference room	2	18	9		34					65	10	15.38%
3	Training program cum Workshop on coordination amongst	MRRD	2	18	9		34					65	10	15.38%

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															
	PRRDs and National Priority Programs (NPPs). Presentation on respective operational procedures by the programs	conference room													
4	Training programs cum Workshop on Financial planning and standard procedures of MRRD, HR planning and procedures of MRRD, Procurement Planning and Procedures of MRRD, Gender Issues and Administrative Procedures by MRRD	MRRD conference room	3	18	10		34					66	12	16.6%	
5	Training Programme cum Workshop on Procurement Law and Procedures	MRRD conference room		6	10				14			30	8	26.6%	
6	Training program cum Workshop on Standard Bidding Documents	MRRD conference room		5	11				14			30	9	27%	
7	Workshop on internal Procurement procedures of MRRD	MRRD conference room		3	13				14			30	9	27%	
8	Training Program cum Meeting and Brainstorming with Herat Rural Rehabilitation and Development Directorate on need of skill building at provincial level	Herat			3		1	5	6			15	5	33.33%	
9	Exposure visit. Meeting and discussions with Herat Regional NPPs Officials	Herat			4		1	10	10	5		30	4	13.33	

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														
2.1 IARCSC														
1	Cadre system with respect to Indian system	Kabul		4	10							14	3	21.4%
2	Training and exposure on gender mainstreaming	Ankara and Bursa				19						19	19	100%
3	Exposure visit on HRMIS	Baku			1	10	1					12	0	0%
4	Interactive session with participants of training on gender mainstreaming	Kabul				14						14	14	100%
5	Exposure Visit to Kazakhstan	Astana	1	2								3	0	0%
6	Exposure visit to Bahrain	Manama	1									1	0	0%
Balkh (Mazar)														
1	CBWG	Samangan			2			15	2	5		24	6	25%
2	GIZ/RCDF	Balkh							7	2	1	10	1	10%
3	Budget Planning	Balkh									07	07	0	0%
4	Proposal writing workshop	Balkh			5			10		10		25	5	20%
5	Proposal writing workshop for districts	Balkh								20	5	25	4	17%
Herat														
1.	Workshop on women in Governance	Herat						1	4	112		117	111	94.8%
2	Capacity Building working group	Herat						1	4	12		17	3	17.6%
3.	Orientation on institutionalization of N-CDAs	Herat							6			6	0	0%
4	Policy input on IARCSC	Herat							6			6	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														
Kabul														
1	PARMIS and HR Networks	Kabul						1	50				6	11%
2	PARMIS and HR Networks	Parwan						1	50					
3	PARMIS and HR Networks	Kapisa						1	35					
4	PARMIS and HR Networks	Panjsher						1	40					
5	PARMIS and HR Networks	Wardak						1	63					
6	PARMIS and HR Networks	Bamiyan						1	43					
7	PARMIS and HR Networks	Daikundi						1	35					
Kunduz														
1	PCDWG workshop	Kunduz									40	40		
2	Report writing	Kunduz									40	40		
3	HRMN Workshop	Kunduz									60	60	1	4%
4	NPP3 and MDG	Kunduz									60	60	1	4%
5	Meeting with Local Donors	Kunduz						1			1			
Kandahar														
1	CBWG meeting/workshop with different line departments	Kandahar						3	20	10	7	40	0	0%
2	HR Managers workshop on HRM issues for different line departments							30	5			35	0	0%

ANNEX 7: COACHING, MENTORING, AND ADVISING IN Q2

Coaching = C Mentoring = M Advising = A	Subject (s)	Number of Participants											Female Participants	% Female participants	1-4 Key Learning Objectives through coaching, mentoring and advising	
		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					
Ministry of Economy																
Coaching	English language			Y		10					10	3	30	<ul style="list-style-type: none"> Usability of English in Official work Grammar Building Vocabulary Spellings 		
M & A	Office Procedure			√		2					2	2	100	<ul style="list-style-type: none"> Organising work procedure Filing system and document tracking Writing notes on particular subjects 		
Ministry of Commerce and Industries																
Coaching	English learning	0	0	2	0	23					25	8	28%	English speaking		
Advising	On SME development + HRD		3	2							5	1	20%			
Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD)																
Coaching	General professional development			4							4	0	0	<ul style="list-style-type: none"> Motivate and encourage for doing good performances Increase knowledge and experiences 		
Advising	Reviewing report and coordination	1	1								2	2	100	<ul style="list-style-type: none"> Providing report on protection of children secretariat. Following up meeting with Indian counterparts for implementation of work plan of MoU,2013 		
Ministry of Rural Rehabilitation and Development (MRRD)																

Coaching = C Mentoring = M Advising = A	Subject (s)	Number of Participants										Female Participants	% Female participants	1-4 Key Learning Objectives through coaching, mentoring and advising
		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			
Advising	Strengthening of coordination between MRRD and PRRDs		2	2		4					8			<ul style="list-style-type: none"> Importance of coordination between MRRD and PRRDs Role of e MIS to improve coordination amongst MRRD, Provincial Affairs Directorate(PAD) and PRRDs
Advising	Understanding the need and importance of an effective decentralization policy for PRRDs		10	5							20	5	25%	<ul style="list-style-type: none"> Importance of decentralization policy Delegation to PRRDs Scope of transfer of skills from NPPs to PRRDs at the provincial levels
Central Statistics Organization														
Coaching	Presentation Skills				1						1	0	0%	<ul style="list-style-type: none"> To improve the presentation skills To develop the capacity of the staff member in preparing interesting and catchy presentations To improve the knowledge of the critical staff member in sequencing the topics of the presentation
Coaching	M&E			1							1	0	0%	<ul style="list-style-type: none"> To improve the ability of the critical staff member to monitor and evaluate various statistical projects
Coaching	HR Management			2							2	0	0%	<ul style="list-style-type: none"> To improve the knowledge of HRM Dept. in-charge on various HR topics and how to improve HR service delivery

Coaching = C Mentoring = M Advising = A	Subject (s)	Number of Participants										Female Participants	% Female participants	1-4 Key Learning Objectives through coaching, mentoring and advising	
		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				
Coaching	Email Writing in English			2							2	0	0%	<ul style="list-style-type: none"> To improve the knowledge about effective communication within and outside CSO through email To improve the knowledge of the staff in writing official email To distinguish official emails from unofficial ones 	
Advising	NRVA 2011-12: Poverty Analysis	2		1	1						4	0	0%	<ul style="list-style-type: none"> To advise the CSO senior management and technical staff on poverty estimation and analysis based on NRVA data. Sensitivity analysis of poverty line and impact in Afghanistan 	
Advising	Unified Training Plan		2								2	0	0%	<ul style="list-style-type: none"> To devised a unified training plan by donor coordination to avoid duplication of efforts. 	
Advising	Twinning Work Plan 2013 with MoSPI, India	2	4								6	1	16%	<ul style="list-style-type: none"> To enlist the support of the Indian twinning partner for statistical capacity development of CSO Afghanistan To negotiate on the cost and modalities of training under NIBP/UNDP Afghanistan. To seek support from Indian twinning partner for nomination of short-term Experts for development of policy documents and manuals for CSO, Afghanistan under twinning MoU. 	
Ministry of Agriculture, Irrigation and Livestock															
Coaching	Office Procedures				2	3	1	3	4	4	17	0	0%	Working processes improvement	

Coaching = C Mentoring = M Advising = A	Subject (s)	Number of Participants										Female Participants	% Female participants	1-4 Key Learning Objectives through coaching, mentoring and advising
		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			
Mentoring	Conducting Meetings, Time Management, Memo writing/e-mail writing & report writing				3	2					5	0	0%	<ul style="list-style-type: none"> Improved report writing skills Time management Developing action plans and monthly plans Memo writing/E-mail writing skills are improved
Advising	Policy Advising	2	4	3	3	3					15	1	6.6%	<ul style="list-style-type: none"> Policy Revision and Improvement Policy Formulation
Deputy Ministry of Youth Affairs														
Coaching and Mentoring	Projects Concept Note Writing			10							10	5	50%	<ul style="list-style-type: none"> What is Concept Note; What is the purpose for preparing the Concept Note (Why Concept Note); Parts of Concept Note; What is Background and Problem Analysis; Goals and Objectives; Expected Outcomes/Outputs/Impact; Activities/Implementation methodology; What is budget and how to develop the estimated budget for a program; Financial Plan and the format of financial plan (Budget)
Coaching and Mentoring	Provision of technical support to DMoYA in identifying the Youth		2	14							16	6	37,5 %	<ul style="list-style-type: none"> What is Program, What is Project?, Nature of programs and projects and what is the difference between them;

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	Development Programs/Projects													<ul style="list-style-type: none"> • Identification of the possible/ feasible developmental programs /projects for each department; • Identification of the Goals and Objectives for the programs /projects; • How to ensure SMARTness of the program/project Goal. • Why do we need to breakdown the Goals in to smaller segments (Objectives); • Hierarchy of International, National and Organizational Goals. • Millennium Development Goals (MDGs); • Afghanistan National Development Strategy (ANDS); • How the goals and objectives can support the ANDS and the National Priority Program of Government of Afghanistan; • Identify the activities to accomplish the program goals/objectives; • How to properly define the activities to achieve the program/project Goals; • Identify the areas and number of youth that will be covered by those proposed

Coaching = C Mentoring = M Advising = A	Subject (s)	Number of Participants										Female Participants	% Female participants	1-4 Key Learning Objectives through coaching, mentoring and advising	
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															programs and projects; <ul style="list-style-type: none"> • What is budget and how to develop the estimated budget for a program; • Estimate the tentative budget, budget format
IARCSC															
Advising	Developing Gender Strategy			1		1					2	2	100	Developing Gender Strategy for the IARCSC	
Advising	Developing Anti-harassment policy					1					1	1	100	Developing Anti-harassment policy for the IARCSC	
Advising	Annual Training Plan			1							1	0	0	Developing Annual training plan for CSMD with reference to working capacity development plan	
Mentoring	Ten Coaching sessions on Cadre System and Management					3					3	1	33.3	Building capacity of Specialists of CSMD to handle the work of creating and managing cadre system in civil services in Afghanistan	
Advising	Advising and development of Technical Capacity Assessment Tools and Methodology		1		6							1	14%	Advised GDPDM in development of new methodology and assessment tools for the 2nd phase of the US-AID project on "Technical Capacity Assessment"	
Advising	Designing and development of Model		1		1							0	-	Working in close coordination with General Directorate of Provincial Affairs, designed and	

Coaching = C Mentoring = M Advising = A	Subject (s)	Number of Participants										Female Participants	% Female participants	1-4 Key Learning Objectives through coaching, mentoring and advising	
		Ministerial level					Provincial Level								
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	Capacity Development Plan														developed model Capacity Development Plan for the Regional Capacity Development Advisors
Advising	Advised on the shortcomings in the developed M & E Manual for the World Bank's CBR project.				2							1	50%	Advised the M & E team of GDPDM on the observed shortcomings in the developed M & E Manual for the Capacity Building Results project of World Bank	
CSC-Kabul															
C/M/A	Core functioning of the CSC					1		8				0	0		
CSC-Mazar															
Advising	PARMIR							07			07		%	Improve the provincial management information system	
Advising	MIS system							02			02		%	Identify the gap and opportunity for CSC effectiveness	
CSC-Herat															
Advising	IARCSC strategic plan					2	3								
Coaching	Planning and reporting skills						5	1	2	8	1	12%		To know how to prepare reports and make plans	
Mentoring	Presentation skills						2		1	3	0	0			

Coaching = C Mentoring = M Advising = A	Subject (s)	Number of Participants											Female Participants	% Female participants	1-4 Key Learning Objectives through coaching, mentoring and advising
		Ministerial level						Provincial Level							
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Coaching	Computer literacy							2	1	1	4	0	0	<ul style="list-style-type: none"> To accelerate the work. To computerize the work. 	
Mentoring	Proposal writing							1	1	3	5	4	90%	<ul style="list-style-type: none"> To attract the donors 	
coaching	Communication skill								1			1	100%	<ul style="list-style-type: none"> How to communicate with stakeholders. 	
CSC-Kandahar															
Mentoring	Planning (Annual and Long term)							1			1	0	0%	<ul style="list-style-type: none"> Defining and designing annual plans-based on SMART principles Felt Need based vs. observed needs based planning District level CD planning 	
Communication technique	Definition, scope and importance of communication, types and means of communication, how to improve communication in organization							1			1			<ul style="list-style-type: none"> Importance of proper communication in modern organization Importance of communication for CSC 	
Report writing	Methods and techniques on good report writing skill							1			1			Training material developed, shared and	
Planning Cycle management	Introduction to PCM, needs analysis, program							1			1			Training materials developed and shared	

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(PCM)	development, implementation, M&E, Log frame techniques														
CSC- Kunduz															
Coaching and Mentoring	Data Collection							4			4	0	0	<ul style="list-style-type: none"> Having HR information of the Office. Developing a database 	
Advising	Daily and Weekly Planning and having a written TOR.							4			4	0	0	<ul style="list-style-type: none"> Improvement of efficiency of the operations. Improvement of Time Management 	
CSC-Nangarhar															
Mentoring	How to fill in the need assessment form, links of plans and planning with organization's strategic plans,						3				3	0	0	<ul style="list-style-type: none"> enabled them to transferred knowledge to others 	
Coacing	Planning							5			5		0		
Advising	M&E								1		1				

ANNEX 8: POLICY DEVELOPMENT SUPPORT IN Q2

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
MoTCA											
1	Metro Transport for Kabul	√									
MAIL											
1	Wheat Flour Fortification in Afghanistan	√	√	√					√		
DMoYA											
1	Afghanistan National Youth Policy	√							√		
MoPH											
1	Revised Hospital committees							√			
MoCI											
1	Survey of SMEs in Kabul and Provinces	√									
2	Concept paper for funding from Harakat for an SME Bank						√				
3	Government procurement policy for SMEs					√					
4	MoU for collaboration with India in SME sector					√				√	
5	Roadmap of activities for SME and PSD Directorates	√				√				√	
IARCSC											
1	Gender Strategy	√							√		
2	Anti-Harassment	√						√			
3	Gender Baseline Survey for NIBP with Gender Analyst	√	√			√					