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# NATIONAL INSTITUTION BUILDING PROJECT

## 2013 THIRD QUARTERLY PROJECT PROGRESS REPORT



Meeting of Group of Coordinator between Ministry of Communication Information and Technology Afghanistan and Ministry of Communication Information Technology Azerbaijan, whereas support to e-Governance has been discussed. 28 August 2013

## 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

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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



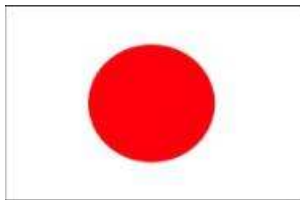
Azerbaijan



India



Italy



Japan



Swiss Development Corporation



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## PROJECT INFORMATION

<b>Project ID</b>	00058898
<b>Duration</b>	January 2010 - December 2013
<b>ANDS Component</b>	Governance, Rule of Law, and Human Rights
<b>Contributing to NPP</b>	NPP3
<b>CPAP Component</b>	Strengthening Democratic Governance
<b>Strategic Plan</b>	National Ownership, Capacity Development, South-South
<b>Component</b>	Cooperation, Democratic Governance
<b>Total Budget</b>	USD 6,682,255
<b>Implementing Partner</b>	UNDP
<b>Responsible Parties</b>	Independent Administrative Reform and Civil Service Commission & UNDP
<b>Chief Technical Advisor</b>	Jason Ian Lee
<b>Project Manager</b>	Jason Ian Lee
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## I. EXECUTIVE SUMMARY

The National Institution Building project is providing continual support to the Government of Islamic Republic of Afghanistan since January 2010 in accordance with the overall Afghan National Development Strategy. At the close of Q3, NIBP witnessed encouraging results as most of the macro-level targets are up to the mark. However, some agencies' individual delivery is below the target. It is expected that given the next available three months, NIBP needs to apply extra efforts to bridge the gaps and overlaps on those agencies.

It is further expected that with the immediate actions on the needy areas, NIBP will fully comply with the targets set for the next quarter in particular and the year. During this quarter NIBP completed a total of 95(49 at national and 46 at sub-national) workshops, training programmes, exposure visits, and seminars, as against 34 in Q1 and 76 in Q2. Over 2938 senior to operational level staff (1197 at national and 1741 at sub-national) were exposed to capacity building initiatives on management, leadership, technical, administrative areas as against 900 in Q1 and 2106 in Q2. This quarter witnessed a significant increase to 808 (27.5%) of women participants within the NIBP initiated activities both at national and sub-national levels.

NIBP has accorded the top priority to maximize the value of South-South Cooperation agreement. With a view to substantiate the idea, NIBP organized 10 trainings or exposure visits abroad as against 8 in Q1 and 10 in Q2.

As part of regular jobs of the CDAs, 564 civil servants (338 at national and 226 at sub-national) of all ranks benefitted from NIBP coaching, mentoring and advising services as against 326 Q2 and 389 in Q1, which is fairly higher than the previous quarters. Activities diversified in the second quarter picked up the momentum in the third quarter as well. Owing to this, the one-to-one and close interaction with the civil servants through coaching and mentoring has remarkably increased.

Momentum that picked up in Q2 and Q1 is rapidly expanding at a logarithmic scale in Q3. It is observed that NIBP is short just by 62 to hit the annual target. It means NIBP will far exceed the annual target by the close of Q4.

The Project Outcomes will greatly help managing the transition to a peaceful transformation; as the country will witness the changes over the years particularly in view of the withdrawal of the international forces, maintaining law and order and development efforts rests with the Government of the Afghanistan. In this respect the capacity development outcomes from this project will have a far-reaching impact and play a crucial role for the future development efforts of the Government of Afghanistan.

## II. RESULTS

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

At the close of Q3, NIBP witnessed encouraging results as most of the macro-level targets are up to the mark. However, some agencies individual delivery is below target. It is expected that given the next available three months, NIBP needs to apply extra efforts to bridge the gaps and overlaps on those agencies.

Master Table			
Training	National	Provincial	Total
Number of events	49	46	95
Male	929	1201	2130
Female	268	540	808
Female %	22.38%	31%	27.50%
Total	1197	1741	2938
Coaching	National	Provincial	Total
Number of events	49	42	91
Male	287	176	463
Female	51	50	101
Female %	15.08%	22.12%	17.90%
Total	338	226	564
<b>Policy/Institutional support</b>	<b>29</b>	<b>0</b>	<b>29</b>

It is further expected that with immediate actions on the needy areas, NIBP will fully comply with the targets set for the next quarter in particular and the year. During this quarter NIBP completed a total of 95 (49 at national and 46 at sub-national) workshops, training programmes, exposure visits, and seminars, as against 34 in Q1 and 76 in Q2. Over 2938 senior to operational level staff (1197 at national and 1741 at sub-national) were exposed to capacity building initiatives on management, leadership, technical, administrative areas as against 900 in Q1 and 2106 in Q2. This quarter witnessed a significant increase to 808 (27.5%) of women participants within the NIBP initiated activities both at national and sub-national levels.

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As part of the regular support provided by the CDAs, 564 civil servants (338 at national and 226 at sub-national) of all ranks benefitted from NIBP coaching, mentoring and advising services as against 326 Q2 and 389 in Q1, higher than in previous quarters. Activities

diversified in the second quarter picked up the momentum in the third quarter as well. Owing to this, the one-to-one and close interaction with the civil servants through coaching and mentoring has remarkably increased.

Momentum that picked up in Q2 and Q1 is rapidly expanding at a logarithmic scale in Q3. It can be inferred that if the current rate of the progress continues in the remaining period of the Project, NIBP will exceed the annual target.

### **Output 1.1: Provision of Services of Capacity Development Advisers (CDAs)**

As signposted in the Q1 and Q2 reports, NIBP's outputs are in line with meeting the Public Administrative Reforms objectives for improved governance and service delivery. As in Q1 and Q2, NIBP went on with providing capacity development advisory and training services at the national and sub-national levels during Q3 phase. The NIBP is involved in sixteen ministries at the national level.

#### **Project output statements and indicators:**

As in Q1 and Q2, the same project indicators are utilized which were recommended during the Mid-term evaluation in October, 2012. The Project baselines also remained the same utilizing the 2012 data. Project outputs statements changed after the Mid-term evaluation was applicable to Q3 as well. Needless to say, however, these changes were approved by the Project Board meeting in February 2013.

For output 1, for all the 16 ministries, ministry-specific monitoring plans were set up. The annual overall targets in 2013 are as follows:

- 1.1.1 5000 civil servants supported through training programmes, workshops and exposure visits
- 1.1.2 1250 women (25% of total) are supported through training programmes, workshops and exposure visits
- 1.1.3 50% of sampled trainees within six months of training or coaching are able to give concrete examples of application of the learning in their workplace
- 1.1.4 National or institutional policies supported by NIBP in the process of development
- 1.1.5 60 training programmes or exposure visits utilizing a South-to-South Cooperation Agreement.



## 1. Output 1 Results for Q3 Targets

Annual targets for 2013:

Civil servants supported through trainings, workshops and exposure visits											
ANNUAL TARGET -- 5000 civil servants											
Q1- 20%			Q2- 25%			Q3- 30%			Q4-25%		
Target	Actual	Gap	Target	Actual	Gap	Target	Actual	Gap	Target	Actual	Gap
1000	824	-176	1250	1176	-74	1500	2938	+1438	1250		

1.1.1: 1500 civil servants supported through training programmes, workshops and exposure visits.

2938 civil servants supported, which is higher than the target by 1438.

1.1.2: 375 number women (25% of total) are supported through training programmes, workshops and exposure visits.

808 (268 at national and 540 at sub-national) women civil servants (27.5%) were supported which is an extraordinary feat of NIBP despite cultural stigma in the country.

1.1.3: 50% of sampled trainees within six months of training or coaching are able to give concrete examples of application of the learning in their work-place.

Not much activity carried out on this, as proper M&E system is yet to be in place at NIBP.

1.1.4: National or institutional policies supported by NIBP in the process of development

A total of 29 national or institutional policies were supported by NIBP.

1.1.5: Training programmes or exposure visits utilizing a South-to-South Cooperation Agreement.

NIBP facilitated 10 (as against eight in Q1 and 10 in Q2) training programmes or exposure visits abroad utilizing South-to-South Cooperation Agreements to the following events:

1. Training on Airport Revenue Management, India
2. Training on Public Private Partnership and Strategies, India
3. Training on Pesticides Registration Procedures and Pesticide Inspection, India
4. Training on Plant Quarantine, India
5. Training on Women in Agriculture, India
6. Training on Sericulture, India
7. Budget Finance and Project Management, India

8. Data Analysis, India
9. Training in Indian Institute of Public Administration, India
10. Exposure visit Civil Service Commission, Canada

## 2. Output 1 Results per ministry

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

NIBP organized a debriefing session for aviation personnel who returned from India after completion of their respective training in the areas of aeronautical communications, navigation and surveillance (CNS) systems. These trainings included: viz., basic electronic and VSAT and RADAR. Syntheses of the feedback from the trainers are expected to help improve delivery and enhance the satisfaction of all concerned.

NIBP, in coordination with Gender Analyst of the Project Office and Gender Department of MoTCA, organized a workshop on 'Gender Awareness at the Workplace' for the staff of MoTCA. The staff of MoTCA were sensitized to the gender issues in Afghanistan, need for women empowerment and gender mainstreaming. The workshop had active participation by 49 staffs, including 30 women and 19 men.



MoTCA officials after the VSAT training along with the colleagues from Indian Aviation Academy at New Delhi India

NIBP supported the training of 14 aviation personnel for Airport Revenue Management. The overall objective of the training on Airport Revenue Management for the aviation personnel of MoTCA was to scale up their knowledge in optimizing airport revenue generation and related revenue management. This training was provided by the Indian Aviation Academy (IAA), New Delhi, under the MoU signed between AAI and MoTCA.

NIBP worked with the concerned Divisions of the Ministry and HR for the selection of relevant candidates for the training on Airport Revenue Management. The project assisted MoTCA in establishing a selection committee consisting of representative of the Ministry and independent members to promote an unbiased nomination process based on an eligibility and selection criteria.

NIBP is assisting and advising the Working Group of the Aviation Donor Coordination Board and is facilitating the coordination for the next review meeting of the Working Group to assess the progress of the Civil Aviation Action Plan.

Training , Workshops and Exposure visits								
Training activities	Participants							
	Minister/Dy Ministers	Senior Management	Mid-Management	Technical	Provincial	Male	Female	Total
Airport Revenue Management				2	12	14	0	14
Gender Awareness at workplace		1	23	25		19	30	49
Debriefing of aviation personnel				12	7	17	2	19
<b>TOTAL</b>	0	1	23	39	19	50	32	82
Coaching, Mentoring and Advising								
Advising for the new recruits of aviation personnel		1	1	2		4	0	4
Strengthening the Millie Bus	1	2	7			10	0	10
Urban Transportation and Traffic Law Efficiency	1					1		1
MOU Between MOTCA and Ministry of Land Transport of Republic of Korea	1	1				2	0	2
Working group of the donor coordination Board Meeting	1	1	5			7	0	7
Coordination with Donors and training institutes	1	2				3	0	3
<b>TOTAL</b>	5	7	13	2	0	27	0	27
Policy Development								
Identification of Institutional framework and functional responsibilities of MOTCA								

NIBP organized a workshop for the staff of MoTCA to promote gender awareness and sensitivity in the Ministry.

MoTCA signed a Memorandum of Understanding (MoU) with Ministry of Land and Transport Affairs of the Republic of Korea for greater cooperation in transport sector. NIBP assisted the Ministry in coordinating with stakeholders for the effective implementation of the MoU and organized a follow up meeting to discuss the next steps and future initiatives.

NIBP participated in the high-level multi-stakeholder meeting on the proposed Millie Bus Mass Public Transport Action Plan held at MoTCA. NIBP in collaboration with MoTCA officials and representatives from Embassy of USA / FAA is assisting MoTCA in assessing

the constraints faced by the Millie Bus, and in determining the support that is required for strengthening its operations.

NIBP assisted Aviation Departments of the Ministry in preparing a draft training needs for capacity development of the aviation staff of Herat Airport. These trainings are expected to be facilitated by NIBP with the financial support from Italian Cooperation, Government of Italy. NIBP is facilitating preliminary enquiries into available courses and their estimated costs in the identified areas of training.

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

Training , Workshops and Exposure visits									
Training activities	Participants								
	Minister/Dy Ministers	Senior Management	Mid-Management	Ministerial staff	Technical	Provincial	Male	Female	Total
PPP-- policies and strategies				19			19		19
Pesticide Registration Procedures and Pesticide Inspection				8		12	18	2	20
Plant Quarantine				5		14	19		19
Women in Agriculture				6		14		20	20
Training on Sericulture				7		13	20		20
Gender Mainstreaming				30			15	15	30
Community Based Natural Resource Management		1	8		28	27	60	4	64
<b>TOTAL</b>				75	28	80	151	41	192
Coaching, Mentoring and Advising									
Office Management				4			4		4
Time Management and correspondence				4			4		4
Policy advising	3	4	5	8			17	3	20
<b>TOTAL</b>	3	4	5	18			25	3	28
Policy Development/institutional support									
<b>1. Wheat Flour Fortification 2. Sustainable Meat Production 3. MAIL Institutional Restructuring</b>									

Ministry of Agriculture, Irrigation and Livestock is supported by NIBP with one I-CDA and two N-CDAs. In the third quarter, with the support from the NIBP the ministry has conducted a number of training programmes and coaching and mentoring activities along with support to policy and institutional development.

In this quarter, NIBP supported training on Public Private Partnership, policies and strategies in India where a total of 19 ministerial level staff benefited from the programme. The main objective of the training programme was to impart knowledge, skills and information to the participants on policy design and formulation for Public Private Partnerships (PPP) in the agriculture sector. The training programme further facilitated the participants in understanding the models of PPP in the agriculture sector with cross-country experience from the developing world.

In the same quarter, NIBP also supported the ministry in organizing a training programme on pesticide registration procedures and pesticide inspection in India where 20 ministerial and provincial staff including two women participants (10%) benefitted from the programme. The objective of the programme was to orient the participants on how the pesticide registration process conducted including the licensing procedures, import regulation and procedures for inspection are managed.

Another training activity on Plant Quarantine was conducted in India where 19 participants from the ministry and provinces were introduced to principles of plant quarantine, guidelines for pest risk analysis and code of conduct for import and release of biological control agents.



MAIL employees during in a training session on pest risk analysis, Hyderabad, India September 2013

The most striking training activity of the ministry in the third quarter with the support from the NIBP was "Training for Women in Agriculture" held in India where 20 ministerial and provincial women staff participated in the activity. Similar training on Sericulture was organized in India where again 20 ministerial and provincial staff participated in the programme.

In the same quarter, NIBP supported a number of activities on coaching and mentoring. A total of 28 staff benefitted from the NIBP supported coaching and mentoring activities which ranged from office management to time management to that of policy advising to operational and senior management staff to that of Ministers and Deputy Ministers. With the support from the coaching and mentoring activity, there has been remarkable

improvement in the report writing skills, time management and developing monthly action plans, and policy development.

In the third quarter, NIBP supported policies and institutional development activities in the areas of Wheat Flour Fortification, Sustainable Meat Production and Institutional Restructuring of MAIL.

Further to this there were two workshops organized in MAIL Kabul with the support from NIBP—one on Community-based Natural Resources Management where 64 participants including the provincial staff benefitted and the other on Gender workshop where 30 staff with equal representation of men and women was present. The objective of those two workshops was to familiarize the participants on need for community involvement in the Natural Resources Management and to transfer knowledge and skills on basic concepts of gender and development respectively.

- **Department of Agriculture, Irrigation and Livestock (DAIL)**

NIBP has supported the Department of Agriculture, Irrigation and Livestock in the provinces of Kandahar, Herat, Balkh and Bamiyan. In these provinces most of the activities are concreted in the areas of training, workshops, coaching, mentoring and advising. In all these four provinces a total of 332 participants of which 77 women (23 %) received training in areas related to office management, project management, change management, gender mainstreaming and English language.

Training , Workshops and Exposure visits							
Training activities	Participants						
	Director	Manag- ement staff	Techni- cal staff	Staff	Male	Female	Total
<b>DAIL Kandahar</b>							
Office Management		19	11		30		30
<b>DAIL Herat</b>							
Project Management			10	26	25	11	36
<b>DAIL Bamiyan</b>							
Change Management and OD		36			28	8	36
Farmers Day on Wheat and Potato			15	150	165		165
Gender Mainstreaming			25		2	23	25
Basic English Skills			30		28	2	30
<b>TOTAL</b>		36	70	150	223	33	289
<b>Coaching, Mentoring and Advising</b>							

DAIL Balkh							
Proposal writing and Budget allocation			5	2	5	2	7
MIS system				1	1		1
Advising on Planning		1			1		1
<b>Total</b>		1	5	3	7	2	9
DAIL Herat							
Meeting minutes writing			2	4	4	2	6
Report Writing			4	2	5	1	6
<b>Total</b>			6	6	9	3	12
DAIL Kandahar							
Office Management			2		2		2
Policy advice		1			1		1
<b>Total</b>		1	2		3		3
DAIL Bamiyan							
Improved cultural practices		15			12	3	15
Office management and administration		16			10	6	16
Operations		18			12	6	18
<b>TOTAL</b>		49			34	15	49

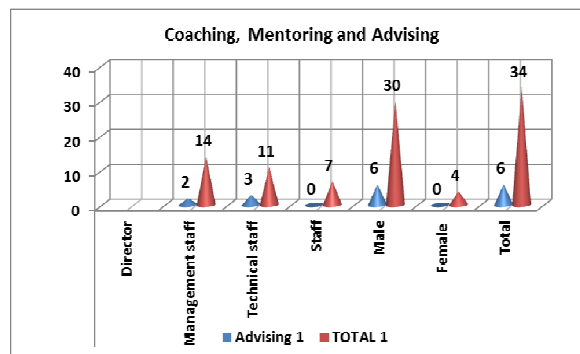
NIBP also supported a number of activities on coaching, mentoring and advising in a number of different areas ranging from proposal writing, report writing, database, minutes writing, proposal writing, office management and policy advise to 73 participants in those four provinces of which 20 were women (27.39%).

### 2.3 Ministry of Education (MOE)

There is neither an I-CDA nor N-CDA based at the Ministry of Education. After the departure of the I-CDA in May, the project has been unable to recruit a suitable I-CDA for the MOE.

- **Department of Education**

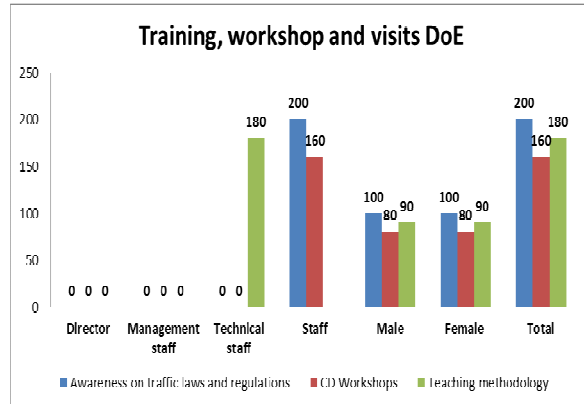
Capacity development workshops were conducted with almost 160 participants with an equal number of women participants. The Department of Education in Herat is one of the biggest in the provinces with more than 100 staff and tens of thousands of students



all over the region. The Department was faced with the problem of maintaining a better registration of the students and filling out of the forms. In order to facilitate the process, NIBP supported CD workshop on how to register student’s results and how to fill out the forms properly.

Recruitment of new teachers is a continuous process in the province. Sometimes the teachers are not sure of their roles and how to interact with the students. NIBP supported a teaching methodology programme to almost 180 participants with equal number of women participants.

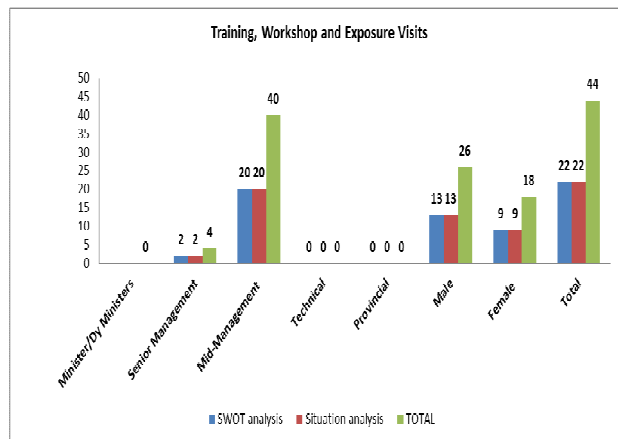
On coaching, mentoring and advising, NIBP supported the departments on how to work according to the TOR, how to fill out the forms, how to write reports and how to develop concept notes. As these areas are quite new to the departmental staff, NIBP supported those activities to maintain an efficient internal housekeeping and management system.



## 2.4 Deputy Ministry of Youth Affairs (DMoYA)

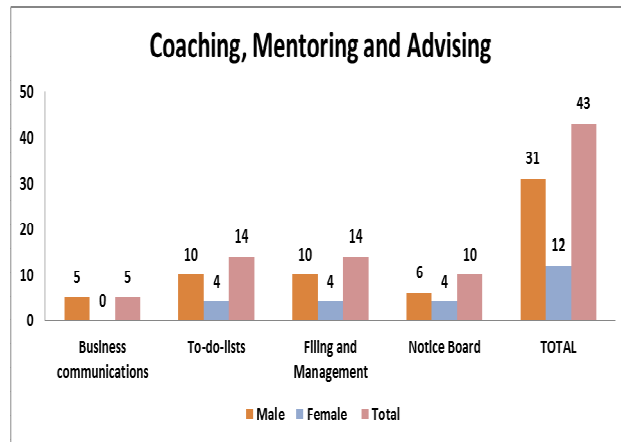
The Deputy Ministry of Youth Affairs during the Q-3 period with the support from NIBP conducted a number of training and workshops and coaching and mentoring activities in a number of related events.

Strategic planning development in the ministry was accorded a high priority. However, as majority of the staff at the operational level were unaware of the tools and techniques in the development of strategic planning, NIBP supported the ministry in organizing a SWOT analysis training programme to two senior manager and 20 mid-level managers including nine female (41%) participants. The main objective of the training programme was to familiarize the participants on the contents and the context of the SWOT analysis as an effective tool for situation analysis and strategic planning development.





Better understanding of the environment—political, social and economic—and situation analysis is another key tool to orient the participants to upscale their level of competence in policy formulation and strategic planning development. Keeping this in mind, NIBP provided support to the 22 participants including nine women participants (41%) on socio-political environment mapping and situation analysis. This activity supported the participants to better understand the what(?) and why(?) of the SWOT matrix.



On coaching mentoring and advising, NIBP supported the ministry on skills of Business Communications to five mid-level managers to support them in understudying the principles, structures of e-mail and an official letter.

Prioritization of activities has been a key concern in the ministry. NIBP supported the ministry on how to develop and maintain “to-do-list” to 14 mid-level managers of which four were female (29%). The objective of the “to-do-list” was to orient the participants on the importance and significance of the lists, help them to comply with the time management, keep up with their schedules and help them how to prioritize their events.

NIBP also provided support on how to maintain a filing system and document management system to 14 mid-level managers including four women (29%). The key concern in the ministry was proper maintenance of the filing system and its retrieval when needed. NIBP supported the ministry to introduce the best practices, best format, and the best process on how to access a file.

Both public and the staff were unaware of the ministerial programmes, policies, issues and the kind of services available to the general public. NIBP supported the ministry to utilize an idea of notice board as an effective tool to inform the public and staff and help them to follow up on the activities. A total of 10 mid-level managers benefited from this idea including four women (40%).

On policy development and institutional support NIBP facilitated the ministry in organizing a number of events such as celebration of Youth Day, Peace Day, Regional policy dialogue on adolescence, and establishment of an effective partnership with the UNV.

## 2.5 Ministry of Information and Culture (MoIC)

Ministry of Information and Culture has both I-CDA and N-CDA. The activities that were conducted in the ministry during the Q-3 are as follows:

Gender awareness/gender in media workshop was conducted including the participation of Deputy Minister, two senior managers and 54 ministerial staff including 31 women (54.4 %).

An extensive session on English language and grammar was administered to five ministerial staff including three women participants. The session in English language included listening, speaking, grammar, subject, pronoun etc.

On coaching, mentoring and advising, during the third quarter focused on 50<sup>th</sup> Asian Broadcasting Union General Assembly where Minister/Deputy Minister and two senior managers were present. This event helped the ministry to identify coproduction opportunities related to TV and radio. Also this activity supported the ministry to identify the opportunities to develop training.

Another activity was on defining training needs in the ministry to identify the urgent training needs. This was advised to the Minister/Deputy Minister.

On policy development, training needs assessment questionnaire and capacity development plan were prepared.

Training , Workshops and Exposure visits								
Training activities	Participants							
	Minister/Dy Ministers	Senior Management	Mid-Management	Technical	Provincial	Male	Female	Total
Change Management		25				21	4	25
Disability database and data collection	1	2			34	37	0	37
<b>TOTAL</b>	<b>1</b>	<b>27</b>			<b>34</b>	<b>58</b>	<b>4</b>	<b>62</b>
<b>Coaching, Mentoring and Advising</b>								
Advising HR issues of the National Disability Institute		2				1	1	2
Office administration and management of the Disability Institute			5			4	1	5
Weekly coordination		1	5			4	2	6
Coaching national disability advisers		4				3	1	4
<b>TOTAL</b>		<b>7</b>	<b>10</b>			<b>12</b>	<b>5</b>	<b>17</b>
<b>Policy Development/institutional support</b>								
1. Draft of the Aging care policy, 2. Printing material brochure to promote the national disability institute 3. Proposal for fund raising and building the capacity of National disability Institute 4. Drafting the curriculum of Bachelor Degree course of the National Disability Institute								

## **2.6 Ministry of Labor, Social Affairs, Martyrs and Disabled (MOLSMAND)**

Ministry of Labor, Social Affairs, Martyr's and Disabled has both I-CDA and two N-CDAs supported by the NIBP.

UNDP in this quarter supported the ministry on change management through training to 25 mid-level managers' including four women (16%). The ministry is continually faced with the challenges of meeting the needs of the needy groups such as the labor, martyrs and the disabled. However not much has been done to collaborate with the ever-changing demands. In order to bridge this gap, NIBP supported the ministry to identify the needs for change and implement the changes in collaboration with other stakeholders.

Numbers of activities advising on HR issues, office administration were done on coaching, mentoring and advising in this quarter.

On policy development and institutional support, NIBP facilitated the dialogue and interview sessions with the stakeholders with a view to impart sense of ownership to the stakeholders on the policy.

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

DOLSAMD, Herat was supported by both an I-CDA and a N-CDA. However, in August, the I-CDA left the project and DOLSAMD has been supported by the N-CDA. The activities during the third quarter mainly concentrated on training and coaching activities.

One of the challenges faced by DOLSAMD was the lack of clear job descriptions for staff. In order to provide role clarity and to establish clear guidelines on the division of labor and reporting responsibilities, NIBP supported a training programme on the preparation of the job description for 46 participants including 21 women (45%).

Civil Service Commission, Herat has issued a number of directives on the HR policy and employment procedures. As staff turnover at DOLSAMD remained high, it was felt imperative to re-orient the staff on the new rules and regulations on HR and employment procedures. NIBP facilitated a training programme on HR policy where 11 participants including three women (27%) benefited from the event. The event was focused on competence-based selection process and orientation on relevant rules and regulations.

Performance appraisal of staff is yet another challenge at DOLSAMD. Considering the urgency and importance of the issue, NIBP supported the department in organizing a workshop on performance appraisal system where 31 staff including nine women (29 %) benefited from the programme. The event concentrated on the introduction of the performance appraisals and related forms as designed by the government.

On coaching, mentoring and advising, NIBP supported and facilitates the activities on agenda preparation, letter writing skills and response to questions from the Attorney General's office.

## 2.7 Central Statistics Organization (CSO)

During Q3 of 2013, NIBP conducted 12 workshops in CSO on HRM topics and organized two statistical training programmes in New Delhi under MoU with India. A total of 305 participants, including 55 female employees received the benefits of these 15 training workshops. The actual performance of CSO during this quarter is thus far ahead of the set target of 96 (30% of 320) civil servants, including 24 (30% of 80) women, in terms of training, workshop and exposure visits. The cumulative performance of 587 civil servants including 112 women, CSO has exceeded its annual target of 320 civil servants, including 80 women, set for 2013 annual monitoring plan of NIBP.

A two-week second customized training programme on 'Budget, Finance and Project Management' was organised at NASA and Indian Institute of Public Administration (IIPA) in New Delhi for nine senior and middle management officials of CSO (including one woman). As a result of this training programme, the capacity of CSO in budget, finance and management with specific reference to statistical projects/survey management was enhanced.

The third customized training programme on 'Data Analysis using STATA' organised by NASA at the Computer Centre of MoSPI, New Delhi for nine participants (including two women) of CSO aimed at enhancing the analytical and reporting

capacity of CSO for improved dissemination of official statistics for evidence based planning and policy making.



Budget, Finance and Project Management Training Session for the CSO colleagues at Indian Institute of Public Administration and NASA, New Delhi India

Besides these two external training, NIBP designed and conducted a short-term training course on 12 identified HRM topics for the staff of the newly formed HR Department of CSO in collaboration with its Acting Head.

No	Topics	Location of Trg. workshop	No of Participants	Female	% of Female participants
1	Job Analysis, Description, Job Design and Classification	CSO, Kabul	19	3	16%
2	Organizational Structure, Individual Work Plan and Reporting	CSO, Kabul	27	4	15%
3	Recruitment and Selection	CSO, Kabul	25	4	16%
4	Induction and Probationary Training	CSO, Kabul	21	3	14%
5	Training Needs Analysis (TNA)	CSO, Kabul	23	4	17%
6	Training and Development	CSO, Kabul	23	4	17%
7	Performance Management Process	CSO, Kabul	23	4	17%
8	Training Needs Analysis – Models and Data Sources	NIBP, Kabul	12	4	33%
9	Budget, Finance and Project Management	NASA and IIPA, New Delhi	11	1	9%
10	Reward Management	CSO, Kabul	26	5	19%
11	Time Management	CSO, Kabul	19	4	21%
12	Managing Change in the Organization	CSO, Kabul	20	4	20%
13	Human Resource Planning	CSO, Kabul	25	5	20%
14	Human Resource Management Information System (HRMIS)	CSO, Kabul	22	4	18%
15	Data Analysis using STATA (under progress)	NASA/ Computer Centre, New Delhi	9	2	22%
	Total		305	55	18%

NIBP also provided coaching, mentoring and advisory services to 54 senior and middle management officials of CSO, including seven female officials on different topics, such as Sampling Design for NRVA survey 2013-14, Sampling Frame for forthcoming IBES survey, Gender Statistics, Human Resource Department, Bilateral Cooperation with South Korea and KOICA for statistical capacity building in Afghanistan, twinning arrangement with India under MoU and the mechanism of enhancing the effectiveness of twinning arrangement with GIZ under SRF.

NIBP provided policy (survey) inputs for the Integrated Business Establishment Survey (IBES) -2013, particularly technical inputs on methodology and sampling frame of the survey. This survey is expected to provide a number of indicators and statistics on non-agricultural activities and business register in Afghanistan.

NIBP contributed to National Risk and Vulnerability Assessment (NRVA) Survey 2013-14 to its preparatory work, sampling design and sample allocation, and contributed to the methodology and finalization of new poverty estimates.

In an attempt to diversify the twinning arrangement beyond India under south-south cooperation, NIBP supported CSO in communicating with Korea International Cooperation Agency (KOICA) for approval of a pending proposal for Statistical Training for Afghanistan in South Korea with possible financial assistance from KOICA in the next three years.

With continuous efforts of NIBP and CSO, a new HR Department was formed with approval of the IARCSC. On request of the Director General of CSO and the Senior HRM Advisor of IARCSC, NIBP developed a short-term training course on 12 identified HRM topics to develop the capacity of the staff of the newly formed HR Department of CSO, among others.

## **2.8 Ministry of Mines (MoM)**

No National and International CDAs have been assigned to MoM.

## **2.9 Ministry of Public Health**

The project has been unable to recruit an I-CDA for the Ministry of Public Health; however, there is a N-CDA at this ministry.

NIBP facilitated to conduct a 28-day long workshop on Medical Ethics National Guideline Development for 26 persons including six women (23%). The objective of the workshop was to prepare a medical ethics guideline at national level. One of the main recommendations of this national event was to develop the first national medical ethics guideline to be used by Afghanistan Medical Council (AMC) in future.

There were no coaching, mentoring and advising activities in this quarter. NIBP supported the ministry on the development of Medical ethics guidelines and use of Iodized salt.

## 2.10 Ministry of Information and Technology

The Ministry of Information and Technology had the services of I-CDA in August only. Of the various activities at the ministry, NIBP supported the training activities to some 89 ministerial and provincial staff including the minister and Deputy Ministers on ICT conference. Out of this number, 18 (20 %) of them were female participants.

Training , Workshops and Exposure visits								
Training activities	Participants							
	Minister/Dy Ministers	Senior Management	Mid-Management	Technical	Provincial	Male	Female	Total
Conference on ICT	2	12	25	25	25	71	18	89
<b>TOTAL</b>	2	12	25	25	25	71	18	89
Coaching, Mentoring and Advising								
Advising on holding international conference	1	5				5		5
Coaching on capacity development			5					
<b>TOTAL</b>	1	5	5			5		11
Policy Development/institutional support								
Assessing E-Afghanistan Policy and Assessing the Training Policy								

NIBP also provided coaching services to Deputy Minister and five senior managers on holding International conference.

Likewise, five mid-level managers received coaching and mentoring services on capacity development activities in the areas of their interests.

On policy development NIBP supported the ministry in assessing the prospects and possibilities of e-governance in Afghanistan and training policy at the ministry.



Training programme on Public Private Partnership (PPP) on Agriculture in Indian Institute at Hyderabad (MANAGE – National Institute of Agricultural Extension Management, India)

## 2.11 Ministry of Commerce and Industries

NIBP is supporting the Ministry of Commerce and Industries since the fourth quarter of last year. In the third quarter of this year, NIBP organised a number of activities on training, workshops, coaching and mentoring with substantial contribution on policy and institutional development.

In this quarter, support to the MoCI and Afghanistan Chamber of Commerce and Industry (ACCI) was provided in organising a Business-to-Business (B2B) match-making between Indian and Afghan business groups. This was very helpful to the industry and supported in Ministry's efforts in capacity development; promotion of investments; and facilitation of trade

Training , Workshops and Exposure visits									
Training activities	Participants								
	Minister/Dy Ministers	Senior Management	Mid- Management	Ministerial staff	Technical	Provincial	Male	Female	Total
Business-to-business workshop	3	5	10	10	95		110	13	123
Municipal governance and Solution		2	3	29				26	34
PPP in Agriculture ( India)			10				10		10
Leadership management				5			5		5
<b>Total</b>	<b>3</b>	<b>7</b>	<b>23</b>	<b>44</b>	<b>95</b>		<b>125</b>	<b>39</b>	<b>172</b>
Coaching, Mentoring and Advising									
Office procedures		2	5	25			26	6	32
English classes			10	10			14	6	20
Trade data collection system			1				1		1
Organizing and coordinating with female entrepreneurs		1					1		1
<b>Total</b>		<b>3</b>	<b>16</b>	<b>35</b>			<b>42</b>	<b>12</b>	<b>54</b>
Policy Development/institutional support									
<ol style="list-style-type: none"> <li>1. MOU with MRRD on rural enterprises (draft)</li> <li>2. Revised TOR for Private Sector Development (PSD) and Small and Medium Enterprises (SME) (draft)</li> <li>3. Training Needs Assessment for PSD and SME in consultation with CTAP advisor (draft)</li> <li>4. MOU with MOLSAMD on entrepreneurs training</li> </ol>									

NIBP supported the Ministry in organising workshop on municipal governance and solution exchange programme which aimed at supporting the organization of practitioners according to their professional disciplines. The workshop helped the ministry officials to share their knowledge, insights and experiences to address the developmental challenges.



In the same quarter, NIBP also supported the Ministry in organising a training programme on Public Private Partnership (PPP) on Agriculture in Indian Institute at Hyderabad (MANAGE – National Institute of Agricultural Extension Management). Ten participants from the Ministry participated in the training programme along with 20 participants from the Ministry of Agriculture, Irrigation and Livestock (MAIL). The objective of the training programme was to impart knowledge and experiences on policy design and formulation for the development of PPPs in agriculture sector. The participants benefited from the experiences of public private partnership models in Agriculture sector in India. They also got an insight on risks of PPP and managing the risk involved.

One of the NIBP CDAs was part of the NIBP delegation who visited Bamyan to attend a capacity development seminar. The objective of the seminar was Leadership and Management development in Central Region of the Civil Services Commission.

Thus, in this quarter through the support from the NIBP a total of 172 participants benefited from the training and workshop activities of which 39 were female ( 22.67%).

In a similar vein, NIBP supported the Ministry in a number of coaching and mentoring activities. The activities primarily concentrated in the areas of office procedures, English classes, trade data collection system, working with female entrepreneurs etc. In this quarter through the coaching and mentoring activities, a total of 54 participants benefited from those initiatives, and out of which 12 were female ( 22.22%).

In the third quarter, NIBP supported this ministry through a number of activities on policy and institutional development. Most of the activities in this quarter on support to policy are at its formative stage. NIBP supported the ministry in producing one draft MOU each for cooperation with MRRD and MoLSA, revised the TOR for the directorates of Private Sector Development (PSD) and Small and Medium Scale enterprises (SMEs). Likewise training needs assessment for the SMEs and PSD were done.

## **2.12 Ministry of Economy (MOEC)**

NIBP has supported the Ministry of Economy with one international and two national capacity development advisers. In the third quarter, a number of activities have been held in the ministry with the support and facilitation from the advisers.

On training and workshops, NIBP supported the ministry in organising communications session to a total of 40 ministerial staff of which 16 (40%) were female participants. The main objective of the session was to familiarise the participants in understanding the

fundamentals and better communications and identifying barriers to communications. This activity has further supported the ministry in minimising the conflict due to lack of proper communications.

NIBP also supported the ministry on motivations. A total of 35 staff out of which 17 female (48.5%) participants benefited from the session on motivation. The session imparted knowledge and skills on importance of motivation as a HR tool. This particular activity supported the ministry in understanding the importance of motivation in government agencies.

Training , Workshops and Exposure visits									
Training activities	Participants								
	Minister/Dy Ministers	Senior Management	Mid-Management	Ministerial staff	Technical	Provincial	Male	Female	Total
Communications		2	38				34	16	40
Motivation		2	33				18	17	35
Strategy and Plan Development		2	28				27	3	30
<b>TOTAL</b>		6	99				79	18	105
Coaching, Mentoring and Advising									
English Language				10			7	3	10
Office Procedures				2			1	1	2
<b>TOTAL</b>				12			8	4	12
Policy Development/institutional support									
<b>None</b>									

One of the key functions of the ministry is to get involved in the strategy, plan and policy formulation. To further add value to the knowledge bank of the ministry, NIBP organized a session on strategy and plan development to 30 participants of which three (10%) were female participants. The session supported the ministry in imparting knowledge and skills on strategy formulation, SWOT analysis, and applying strategic management tools for better results.

Likewise, NIBP supported a number of activities on coaching, mentoring and advising in the ministry. A total of 10 participants including three women (30%) benefitted from the coaching activities in English language. There was an intense and focused coaching and mentoring session on office procedure to one male and one female participant in the

ministry. This in-depth coaching and mentoring activity has scaled up the skills of the staff to better handle the office procedures.

In this quarter, except for regular advising on the policy and institutional development, no new policy development activity was carried out in the ministry.

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

NIBP has supported the Department of Economy in Herat with a National CDA and an international CDA from the ministry. In this quarter, NIBP supported the department in quite a good number of training and coaching activities.

NIBP supported the Department in organising training and workshops in areas ranging from report writing and proposal writing to that of database management including the training activities in computer skills.

NIBP supported those training activities to a total of 45 staff out of which 13 participants (29%) were female. The end result of those activities has been that the staffs have the skills to enter data, manage data on the database system, and have the basic concept of report and proposal writing.

Training , Workshops and Exposure visits							
Training activities	Participants						
	Director	Management staff	Technical staff	Staff	Male	Female	Total
Report Writing		1	1	1	2	1	3
Preparing monitoring reports		1	1	1	2	1	3
Preparing short term development plan		1	2	1	3	1	4
On-budget and off- budget		4		4	6	2	8
Database management		3		12	9	6	15
Computer programme		1		2	1	2	3
Install HR database				2	2		2
Training on database mgt				2	2		2
Teachers profile				4	4		4
Training to evaluation dept. on database				2	2		2
<b>TOTAL</b>		11	4	31	33	13	45
Coaching, Mentoring and Advising							
Breakdown of development projects based on districts		2		1	2	1	3
Update provincial profile		4		4	5	3	8

Report and prioritization of development projects		2		4	4	2	6
Leading private sector		4		4	6	2	8
Collecting information from private sectors		2		1	2	1	3
Helping NGO department to update database		2		2	4		4
Installation of software		2		2	4		4
<b>TOTAL</b>		<b>18</b>		<b>18</b>	<b>27</b>	<b>9</b>	<b>36</b>
Policy Development							
None							

Likewise on Coaching and mentoring, in the third quarter NIBP provided support to a total of 36 staff of which nine participants (25%) were female. The areas of coaching and mentoring ranged from information collection to that of sequencing of development projects in the districts.

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

Ministry of Rural Rehabilitation and Development is supported by one I-CDA and one N-CDA. The ministry conducted number of training and exposure visit programmes during this quarter. Of them the notable ones are on Training-cum-exposure visit organized in India with the help of the National Institute of Rural Development (NIRD) for the Regional Directors of RRRDs on the subject of Planning and Management of Development Projects and Exposure to the system of Decentralized Governance in India.



Participants from MRRD on Second Training Workshop on Monitoring and Evaluation for community mobilizers at Kabul Star Hotel, Kabul Afghanistan

The main objectives of the training were to:

- Develop understanding of the dynamics, approaches and strategies of rural development
- Develop skills in methodological aspects and techniques and tools of planning for rural development projects
- Familiarize the delegates with systems, institutions and managerial aspects of development projects
- Share initiatives and experiences on rural development

- Provide hands on experience on practical and operational aspects of Rural Development Projects with special reference to decentralization and local governance

The results of the exposure visit have been that the participants learned the process of planning and management of rural development projects in India. They also had an insight on the system of implementation of rural development projects in India. And, upon arrival in Afghanistan they shared the experiences with tasked and programme staff of MRRD and also to apply the replicable lessons and initiatives back home.

A total of 10 people from the provinces benefited from the programme.

NIBP supported second Training Workshop was on Monitoring and Evaluation for community mobilizers from the regions of Afghanistan. There were 65 community mobilizers who hailed from the regional headquarters; in addition, about 10 officials attended from the Provincial Affairs Department of MRRD. The resource personnel were from the Monitoring and Evaluation Directorate of MRRD.

The objectives of the training workshop were to train the community mobilizers to assist them in capacity building and specific monitoring related trainings to conduct the output monitoring in the provinces. The components of such training were on Supervision, Coordination, Monitoring, Planning concepts; Indicators in M&E, Reporting, Evaluation, Project cycle management, Log frame, Results based framework and the M&E manual in MRRD.

Training , Workshops and Exposure visits									
Training activities	Participants								
	Minister/Dy Ministers	Senior Management	Mid-Management	Ministerial staff	Technical	Provincial	Male	Female	Total
Rural Development Training and Exposure visit( in India)		1				9	10		10
Monitoring and Evaluation, Project cycle management , Logical framework, and RBM		5	15			55	74	1	75
<b>TOTAL</b>		6	15			64	84	1	85
Coaching, Mentoring and Advising									
Strengthening coordination between MRRD and PRRD		2	4	7			13		13
Decentralization policy for PRRDs		5	7	8			15	5	20
<b>TOTAL</b>		7	11	15			28	5	33
Policy Development/institutional support									
<b>Capacity Development Decentralisation strategy ( on going)</b>									

The training programme greatly helped the ministry to establish an M&E system. There was a better understanding of the contents and guidelines of the M&E manual of MRRD which enhanced the capacity to conduct joint output monitoring of the social development activities with reference to their impact on the community.

On coaching and mentoring, NIBP supported the ministry on strengthening the coordination between MRRD and PRRD which has facilitated the process of coordination between the center and province. In line with this, the coordination was further strengthened by imparting the knowledge, information and skills on decentralization which greatly helped the ministry to build a better linkage between the center and province.

NIBP also supported the ministry in its efforts to capacity development through needs assessment and its implementation.

## 2.14 Ministry of Foreign Affairs (MoFA)

Ministry of Foreign Affairs has very minimal activities during this quarter which are directly related to the capacity development. However, with the support from NIBP, the Ministry has trained 95 ministerial staff on diplomacy out of which 20 (21%) were female.

Likewise, on coaching, mentoring and advising, NIBP supported a total of 10 ministerial staff including the senior management of which 20% were female participants.

Training , Workshops and Exposure visits									
Training activities	Participants								
	Minister/Dy Ministers	Senior Management	Mid- Management	Ministerial staff	Technical	Provincial	Male	Female	Total
Teaching at Institute of Diplomacy				95			75	20	95
Coaching, Mentoring and Advising									
Curriculum development		3		3			4	2	6
Mentoring		3					3		3
Advising		1					1		
<b>Total</b>		7		3			8	2	10
Policy Development/institutional support									
Curriculum Development for Master's programme									

### **2.15 Ministry of Finance (MOF)**

No National or International Capacity Development Adviser was assigned to MOF till the end of the 3rd quarter.

### **2.16 Ministry of Justice (MOJ)**

No NCDA and ICDA as of third quarter.

### **2.17 Gender Equality (covered in Section III)**

## **3. EXPENSES FOR THE QUARTER**

During Q3, a total of USD 1,737,944 was spent for this output. For more details, please look at Annex 2.

Table 1: Q3 Targets for Output 1

2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
1.1.1: 3011 civil servants supported through training programs, workshops and exposure visits.	<p>1.1.1: 5000 civil servants supported through training programs, workshops and exposure visits.</p> <p>The Quarterly breakdown is as follows</p> <p>Q1: 20%</p> <p>Q2: 25%</p> <p>Q3: 30%</p> <p>Q4: 25%</p>	1500	1874 ( above target)	<p>1.2 MoTCA: 109/72 (above target)</p> <p>1.3 MAIL: 387 /45 (above target target)</p> <p>1.4 MoE: 270 (DOE) / 90 (above target)</p> <p>1.5 DMoYA44 /72 (below target)</p> <p>1.6 MoIC: 59</p> <p>1.7 MoLSAMD 163 /30(above target)</p> <p>1.8 CSO 305 /96 (above to target)</p> <p>1.9 MoM: No CDAs assigned</p> <p>1.10 MoPH: 26/72 (below target)</p> <p>1.11 MoCIT: 89</p> <p>1.12: MoCI: 172 /30 Civ Svts &amp; /75 Entrepreneurs (above target)</p> <p>1.13 MoEc: 150 /60(above target)</p> <p>1.14 MRRD: 85 /45 (above target)</p> <p>1.15 MoFA: /95 (on target for year)</p> <p>1.16 MoF: No CDAs assigned</p> <p>1.18 MoJ: No CDA</p>



2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
1.1.2: 516 women (16% of total) were supported through training programs, workshops and exposure visits.	1.1.2: 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%.	375 ( 30 % of 1250)		1.2 MoTCA 32/18 (above target) 1.3 MAIL: 55/45 (above target) 1.4 MoE 270 (DOE) /30 (exceeds target) 1.5 DMoYA: 11/18 (below target) 1.6 MoIC: 34 1.7 MoLSAMD40 /75 (below target) 1.8 CSO 55/24 (above target) 1.9 MoM: No CDAs assigned 1.10 MoPH: 6/18 (below target) 1.11 MoCIT: No CDAs assigned 1.12 MoCI: 39/31.5 (above target) 1.13 MoEc: 31/15 (above target) 1.14 MRRD: 1/12 (targets for Q2-Q4) 1.15 MoFA: /8 (below target) 1.16 MoF: No CDAs assigned 1.18 MoJ: No CDA
1.1.3: No baseline on the% of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learning in their work-place.	1.1.3: 50% of sampled trainees within 6 months of training or coaching are able to give concrete examples of application of the learning 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	# (...%) participants were able to provide concrete examples of application of the learning in their work-place	At the close of Q3 Project M&E was not adequately staffed to report on this indicator. And a CDA was moved to Kabul from province to write the QPR in September, and a very limited work was done on this indicator.
1.1.4: 18 national or institutional policies supported by NIBP.	1.1.4: 20 national or institutional policies supported by NIBP in the process of development	4		1.2 MoTCA: 1 1.3 MAIL: 3 1.4 MoE: 0

2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
	<p>The Quarterly breakdown is as follows</p> <p>Q1: 25%</p> <p>Q2: 25%</p> <p>Q3: 25%</p> <p>Q4: 25%</p>			<p>1.5 DMoYA: 3</p> <p>1.6 MoIC: 1</p> <p>1.7 MoLSAMD: 4</p> <p>1.8 CSO: 4</p> <p>1.9 MoM: No CDAs assigned o</p> <p>1.10 MoPH: 0</p> <p>1.11 MoCIT: 1</p> <p>1.12 MoCI: 4</p> <p>1.13 MoEc: 0</p> <p>1.14 MRRD: 1</p> <p>1.15 MoFA: 95</p> <p>1.16 MoF: No CDAs assigned</p> <p>1.18 MoJ: No CDA assigned</p>
<p>1.1.5: 40 training programs or exposure visits utilizing a South-to-South Cooperation Agreement</p>	<p>1.1.5. 60 training programs or exposure visits utilizing a South-to-South Cooperation Agreement</p> <p>The Quarterly breakdown is as follows</p> <p>Q1: 20%</p> <p>Q2: 25%</p> <p>Q3: 30%</p> <p>Q4: 25%</p>	<p>18</p>		<p>1.2 MoTCA: 1</p> <p>1.3 MAIL: 1</p> <p>1.4 MoE: 1</p> <p>1.5 DMoYA: 0</p> <p>1.6 MoIC: No CDAs assigned</p> <p>1.7 MoLSAMD: 2</p> <p>1.8 CSO: 1</p> <p>1.9 MoM: No CDAs assigned</p> <p>1.10: MoPH: 0</p> <p>1.11 MoCIT: No CDAs assigned</p> <p>1.12 MoCI: 2</p> <p>1.13 MoEc: 0</p> <p>1.14 MRRD: 0</p> <p>1.15 MoFA: 10</p> <p>1.16 MoF: No CDAs assigned</p> <p>1.18 MoJ: 0</p>

## 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 is also engaged directly with IARCSC, by its presence in GDPDM and CSMD at national level. It has further expanded IARCSC's presence at subnational level in the following regions:

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

#### 2.1. General Directorate of Programs Design and Management (GDPDM):

In the third quarter, NIBP supported the GDPDM in organizing an exposure visit to the Public Service Commission of Canada. The main objective of the exposure visit was to keep abreast of the issues related to various stages of evolution of merit-based recruitment system to His Excellency Chairman of the IARCSC, and other accompanying minister and senior management of the IARCSC. The delegation benefitted from the meeting and presentations with units such as Human Resource, Governance and Community Management, Pension policy and programmes, Strategic Compensation, Executive Talent Management etc.



Chairman of IARCSC Afghanistan and Deputy Minister of MOLSAMD with the Head of Public Service Commission of Canada during the exposure visit to Canada

The delegation also took advantage of meeting with the Canadian International Development Agency (CIDA) to explore the possibility of increased funding for the Government of Afghanistan.

In the same quarter, two workshops on Challenges of Human Resources Management and Effective Communications were held. The main objective of the workshops were to brief the participants on the issues of Human Resources and Communication s respectively. The

workshops supported the participants in thrashing out the problems and challenges of HR and Communications at GDPDM.

<b>Training , Workshops and Exposure visits</b>									
<b>Training activities</b>	<b>Participants</b>								
	Minister/Dy Ministers	Senior Management	Mid-Management	Ministerial staff	Technical	Provincial	Male	Female	Total
<b>Exposure visit to Canada</b>	2	2					4		4
<b>Human Resources Management -- challenges in GDPDM</b>			2	3			4	1	5
<b>Effective Communications -- challenges in GDPDM</b>			2	2			4		4
<b>Total</b>	2	2	4	5			12	1	13
<b>Coaching, Mentoring and Advising</b>									
<b>Human Resources Management</b>			2		3		4	1	5
<b>Strategy for Effective Communications</b>			2		2		4		4
<b>Total</b>			4		5		8	1	9
<b>Policy Development/institutional support</b>									
<b>1. Effective Human Resources Management 2. Effective Communications Mechanisms for collecting strategic information</b>									

In the third quarter on training, workshops and exposure visits, NIBP supported a total of 13 participants of which there was a single female participant (8 %).

Likewise, on coaching mentoring and advising services, NIBP supported the GDPDM on HR Management and Communication which was more akin to the activities conducted earlier on the workshop.

The coaching activity focused on an effective recruitment, merit-based shortlisting and frequency- based advertisement system .Likewise, the participants were oriented on stages, frequencies, and format of communications.

In this quarter on coaching mentoring NIBP extended its services to a total of nine participants of which one was female (11.1 %).

Policy development was also focused on the theme of Human Resources Management and Communications. NIBP helped the concerned staff to understand the issues and problems of Human Resources Management and Effective Communications Mechanism. NIBP aided

them in suggesting the possible policy solutions and internal business processes reengineering.

## 2.2 Civil Service Management Department (CSMD)

Civil Service Management Department (CSMD), in the third quarter organized a number of activities on workshops, training, coaching, mentoring and policy development.

On workshops and training, the CSMD worked on the concept of cadre whose main objective was to transfer the knowledge and skills in



CSMD officials' group photo during the Cadre Management Training in India

understanding the basics of cadre system, and contextualizing the cadres for the

Government of Afghanistan. This particular activity has supported the ministry in realizing a need for the cadre system in the civil service of Afghanistan.

Training , Workshops and Exposure visits									
Training activities	Participants								
	Minister/Dy Ministers	Senior Management	Mid-Management	Ministerial staff	Technical	Provincial	Male	Female	Total
Concept of cadre			2	13			11	4	15
Cadre Management and Employees' Performance Evaluation			2	12			11	3	14
Employees Performance evaluation in the context of cadre system			2	15			11	6	17
Cadre Management ( New Delhi and Bangalore)			1	10			9	2	11
<b>Total</b>			<b>7</b>	<b>50</b>			<b>42</b>	<b>15</b>	<b>57</b>
Coaching, Mentoring and Advising									
Cadre management				3			2	1	3
Office procedures				1				1	1
<b>Total</b>				<b>4</b>			<b>2</b>	<b>2</b>	<b>4</b>
Policy Development/institutional support									
<ol style="list-style-type: none"> <li>1. Gender strategy (zero draft)</li> <li>2. Anti-harassment policy</li> <li>3. Cadre systems</li> <li>4. Creating Financial cadres</li> <li>5. (Advising) on Pay Commission</li> </ol>									

In line with this, further to operationalizing the cadre concept, a training programme on cadre management and employee performance was organized. The main objective of the training was to orient the participants on how to manage the cadres and its significance to employee's performance evaluation.

Again in another sequence to the cadre system, NIBP supported the CSMD through a training programme on employee performance evaluation in the context of a cadre system. This particular activity supported the participants in understanding the requirement of performance evaluation system, customizing performance evaluation, cross-country reference from India on practices of performance evaluation, and finally an interface with the performance evaluation forms.

In the third quarter, NIBP laid heavy emphasis on cadre management. A total of 10 participants out of which two of them were women (18.2 %) visited New Delhi and Bangalore in India. The main objective of this training programme was to transfer knowledge and information and skills to the participants on how to create cadre system, and see on site the practical understanding of the cadre management in an action. The participants tremendously benefited from this programme on how to implement new initiatives in a structured system.

In the third quarter, NIBP extended its support through training and workshops activities to a total of 57 participants of which 15 were women (26.31%)

Likewise, on coaching and mentoring activity NIBP supported the CSMD in further crystalizing the cadre management and several sessions on office procedures where a total of four participants including two women (50%) benefited from the very intense activity through coaching.

On policy development and or institutional support to the CSMD, a zero draft of the Gender Strategy paper was prepared with extensive contribution from NIBP. The draft of the strategy has been reviewed by the Gender Directorate and final shape is being given with the support from the NIBP.

Similarly, a final shape is being given to the draft of the Anti-harassment policy. In the same quarter, NIBP advised the CSMD on Cadre system and creating financial cadres and setting up of Pay commission with cross-country references.

## 2.2 Afghan Civil Service Institute (ACSI)

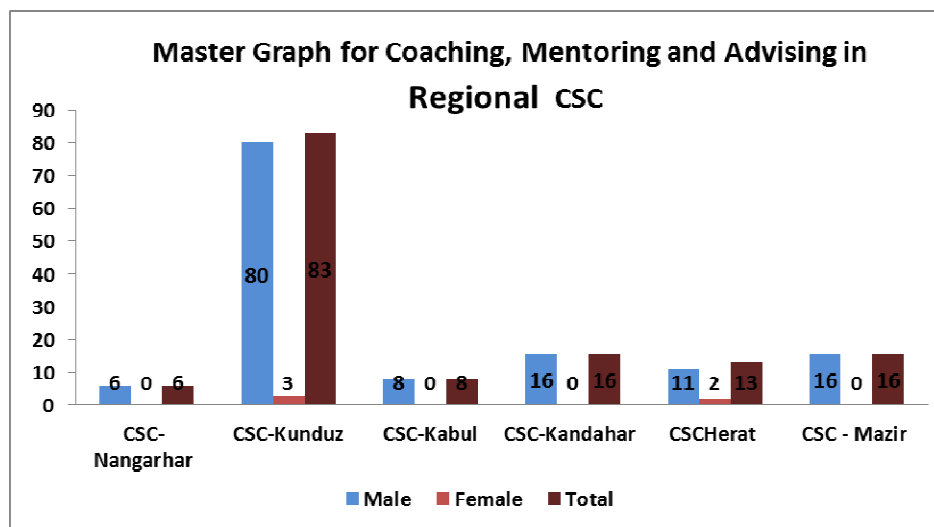
## 2.3 General Directorate of Provincial Affairs (GDPA) and Civil Service Commissions (CSC)

GDPA is the focal and responsible agency for coordinating the provincial Civil Service Commissions in the country. GDPA works in close communication with the GDPDM. In 2012, NIBP provided support to three regional CSC offices through the placement of National CDAs. IN Q1, NIBP reinforced its commitment to the civil service of Afghanistan by committing a total of six international and five National CDAs to six regional offices, namely Balkh (Mazar), Herat, Kandahar, Kunduz, and Nangarhar (Jalalabad). The international CDAs and their national counterparts are assigned to support not only the regional offices, but the provincial offices within their region. All regions have done their capacity assessments and have identified the capacity gaps, which is followed by the development of CD plans. At the close of Q3 all provinces have been implementing their CD plans.

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.

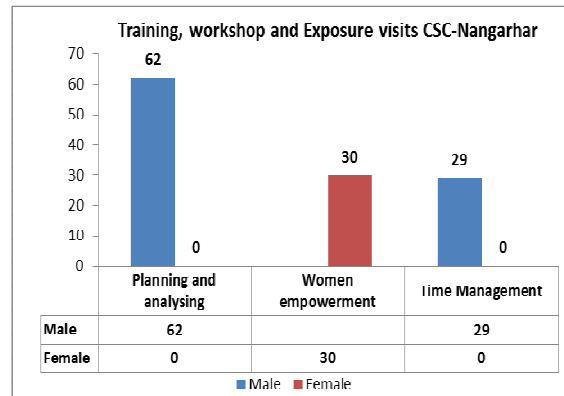
### 1. Output 2 Results per Regional CSC Offices

A number of activities have been done at the regional IARCS level with the support from the NIBP. These activities relate to training, workshops, coaching and mentoring, and policy support.



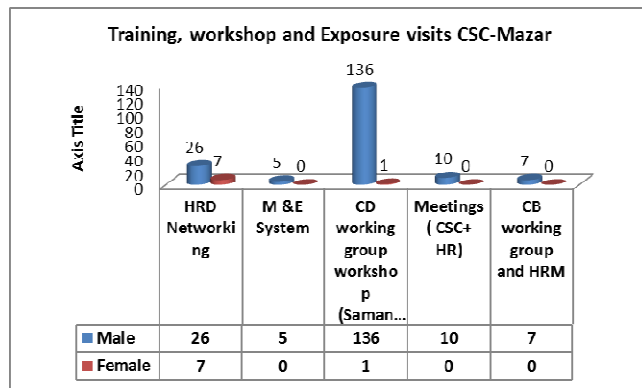
**Nangarhar:**

A total of 121 civil servants , of which 30 women participants ( 24.79%), were supported by NIBP on training in areas such as planning and analyzing, women empowerment and time management. The main objective of the training programme was to enable the staff on setting objectives, strengthening staff capability, raising awareness on gender and improving service delivery. Similarly, on coaching and mentoring, a total of 6 civil servants were supported on records management and awareness on MDG, Afghan National Development Strategy and National Priority Projects -3.



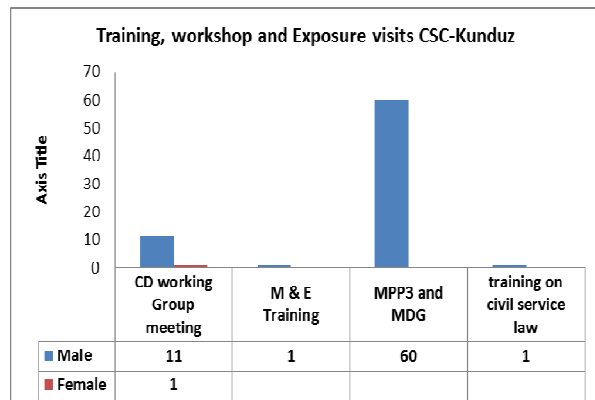
**Mazar:**

In Mazar, in the third quarter, NIBP extended its support to 192 staff of which eight were women (4.1%). The training and workshop ranged from HRD networking to M&E, Capacity Building working group and workshops. The end result of those activities has been the establishment of HRD network, improved HR management and selection process. In the same period, on coaching and mentoring, NIBP extended its support services to 8 staff on Capacity Development and coordinating meetings.



**Kunduz:**

In the third quarter, NIBP supported a total of 74 staff including one woman on training activities in areas such as Capacity Development working group meeting, M&E procedure, National Priority Project 3 and training on civil service laws. The objective of those

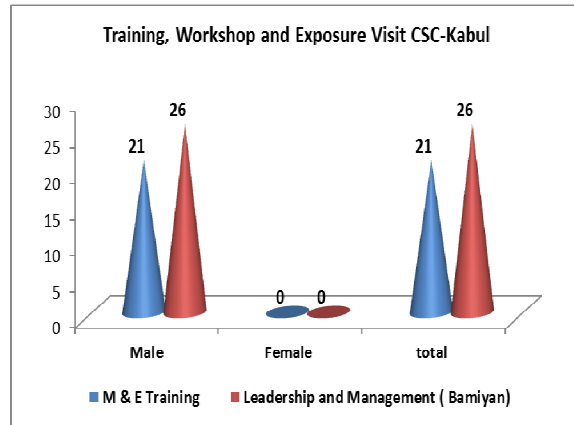




activities was to scale up the knowledge and understanding on capacity development, theory and practice of M&E, and orientation on the national priority projects including the MDG and civil service laws and regulations. Likewise, on coaching and mentoring, NIBP extended its support to 83 staff of which three were women (3.61%). The coaching services ranged from Internet browsing to e-mail writing to HR data collection to recruitment process.

**Kabul:**

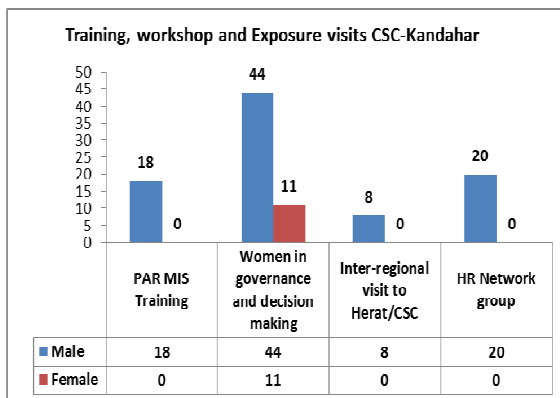
In the third quarter, NIBP provided support services to a total of 47 participants on a number of training activities on Monitoring and Evaluations, and Leadership and Management in Bamiyan. Two-day training on M& E took place in Kabul with staff from CRCSC and 6 provinces. The main areas covered were M&E in the civil service roles and responsibilities of the departments in M&E and how to develop a good evolution



evaluation plan. A two-day leadership and management workshop in Bamiyan supported the staff on exchange of experiences, challenges and obstacles. Likewise eight staff received coaching and mentoring services from NIBP on core functioning of the CSC.

**Kandahar:**

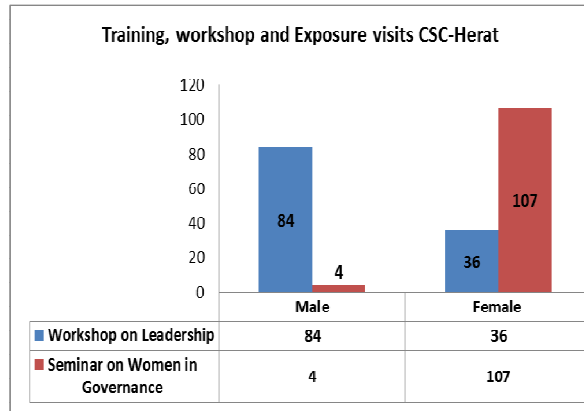
In the third quarter, in Kandahar, NIBP extended its training, workshops, and internal exposure visit support to 101 staff including 11 women (10.89%). The training programme ranged from PAR MIS to women participation in governance to inter-regional exposure visit to IARCSC Herat and Second HR network workshops. The main objectives of those training programmes were to give orientation on PAR MIS, gender mainstreaming and learn from cross- regional experiences on capacity development and Organisation Development.



On coaching and mentoring, NIBP supported a total of 16 staff on planning process, communication, manual development, computer and backstopping services to PAR MIS.

**Herat:**

In this quarter a total of 231 staff from the region received training on Leadership and Women in Governance. There were 143 women participants (61.9%). The objectives of the sessions were to disseminate knowledge, information and skills on leadership and its role, and rights and responsibilities of women in governance. The workshop on women in governance ended up in an appointment



of gender focal point in each line department and formation of capacity building working group exclusively for the right of women. On coaching and mentoring, a total of 13 staff benefitted from the initiative with two women (15.38%). NIBP extended the coaching and mentoring services in areas such as computer, presentation skills, project cycle management, IARCS’s strategic plan and proposal writing.

**2. EXPENSES FOR THE QUARTER**

During Q3, a total of USD 158,915 was spent for this output. For more details, please look at Annex 2.

Below is a snapshot of where NIBP is in relation to its annual targets after Q3

Table 2 Name of Table

2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 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%	60	86 ( above target)	IARCSC: 13  CSMD: 57
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.	15		IARCSC: 1  CSMD: 15

2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
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 learning 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 learning in their work-place.	20	0 interviewed	At the close of Q3, Project M&E was not adequately staffed to report on this indicator
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: 2 CSMD: 5
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: CSMD:
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	2.2.1: 3 Organizational and Sector-based Capacity	0	#	NO activity

2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
exposure visits	Development training programs, workshops and exposure visits			
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	#	No activity
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	#	None
2.3.1: No CD Plan developed by NIBP	2.3.1: 6 CD Plans developed by NIBP	6	6	Balkh (Mazar): 1 Herat: 1 Kabul: 1 Kandahar: 1

2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
				Kunduz: 1 Nangahar (Jalalabad): 1
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	30	766 Way above Target  193 Women Civil Servants	Balkh (Mazar):192, of which 8 were women Herat: 231, of which 143 were women Kabul: 47, of which 0 women Kandahar: 101, of which 11 were women Kunduz:74, of which 1 were women Nangahar: 121, of which 30 were women
2.3.3: Only 2 women work for CSC of the total 53 staff in 7 provinces	2.3.3: Provincial CSC supported in the hiring of women	3 activities in Q3	#	IARCSC: No activity Balkh (Mazar): No activity Herat: No activity Kabul: No activity Kandahar: No activity

2012 Baseline	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
				Kunduz: No activity Nangahar (Jalalabad): No activity
2.3.4: No concrete examples of application of the learning 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 learning in their work-place.	50	0 interviewed	At the close of Q3, 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. Of this 6% is for professional development and remaining 14% is for gender mainstreaming. To attain these objective, NIBP has decided that an overall 25% of participants in our 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, but in Q3 alone NI

Output 1.



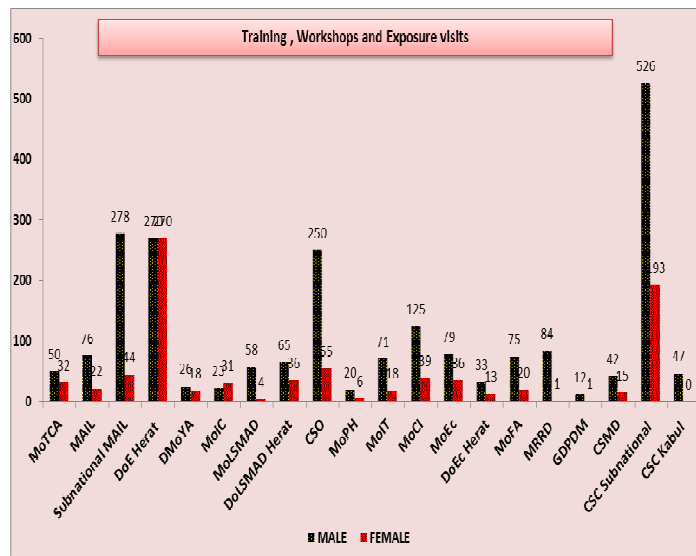
NIBP Gender Analyst during interaction session with the female staff on the gender mainstreaming process. Kabul Afghanistan

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
- 4)

**NIBP’s Gender Mainstreaming (GM) Approach:** GM intends to integrate women into traditionally male dominated spheres. NIBP will need to allocate a minimum of 25-30% of the positions to women in our Workshops, Training Programs or Exposure Visits to achieve the target of GM. At the same time the need is to have a training program mainly for women wherein allocation of 25-30% of the seats may be done for men.

**Gender Training Workshops:** These are workshops focused on

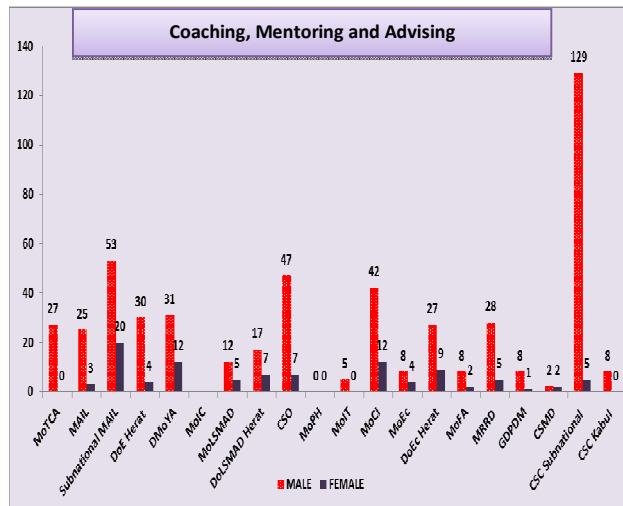




gender related issues and raising awareness of gender relevant to particular field (i.e. agriculture, labor, information technology, etc.). Regardless of the number of men and women included, 100% of the budget for Gender Training Workshops will be earmarked as towards the Gender Budgeting mandate. A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

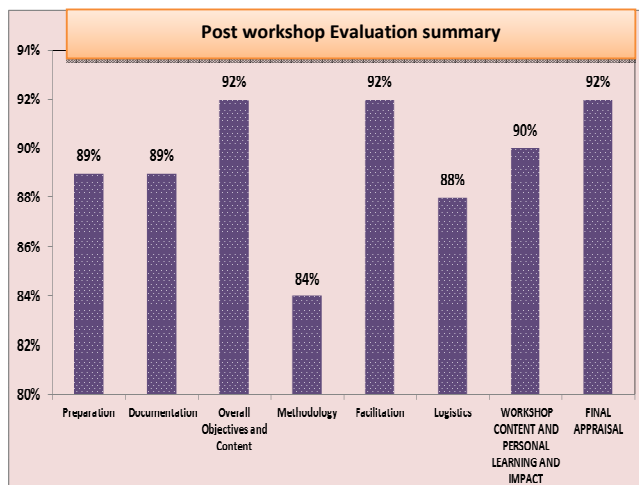
**Professional Development of Women:** At the close of Q3, NIBP has successfully integrated gender mainstreaming into the project through the above mentioned means. In areas where NIBP did not meet the targeted percentage, in future quarter's corrective measures will be taken utilizing the strategies listed above.

For 2013, NIBP is committed to supporting nine Organizational (MOEC, MAIL, MoTCA, CSC, MoIC, DAIL—Bamiyan, Khandahar, Herat, Mazar-e sharif) and three Sector-based



(women empowerment, women in governance, gender awareness,) Capacity Development training programs, workshops and exposure visits on gender-related issues relevant to particular sectors. At the close of Q3, the NIBP Gender Analyst had made contacts and initiated talks to facilitate trainings and exposure visits for the gender units of select Ministries/agencies (CSMD, MAIL, MOTCA, MOEC, ACSI, Nangarhar CSC and MOIC).

Similar to the above indicators in Outputs 1 and 2, there was no sampled trainees within six months of training or coaching to see the concrete examples of application of the learning in their work-place for reasons obvious as mentioned elsewhere in the report that the QPR was prepared by moving a CDA from the province to Kabul for short time.



#### IV. PARTNERSHIPS

The General Director of Programs' Design and Management (GDPDM) is the lead department of Independent Administrative Reform and Civil Service Commission (IARCSC) for undertaking institutional capacity development of public sector in Afghanistan. GDPDM is also the Government counterpart of UNDP for implementing NIBP for institutional capacity development of Afghan ministries/ agencies at the national and sub-national level. In addition to GDPDM, NIBP is engaged in partnerships with sixteen ministries.

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

#### V. ISSUES

- **Performing line functions**

Due to a lack of requisite trained and capable expertise in Government institutions, the national and international CDAs are often asked to perform line functions. This is a general issue to both outputs.

- **Expansion of project activities at sub-national level**

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

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

Firstly, the Project Document has no definition of Gender Mainstreaming (GM), nor is there a GM strategy in place for 2013. Secondly, there is no standardization for service delivery, nor has formal training in GM been provided to national and international CDAs who more often than not retain their own, unchallenged gender-based and biased views.

On the positive side, in some sectors, the inclusion of women is taking hold, while in other sectors there is much to be desired. For example, there are more university educated women in education and within social sector ministries such as MoLSAMD where GM efforts have taken a foothold as noted in the story above, "*A Change for the Better*". In other fields such as agriculture, there are few women entering this profession which is in-turn reflected within the ministry. As a result, most women within the ministry or provincial departments are in secretarial or administrative roles, not in leadership or decision-making positions.

To mitigate this, NIBP began taking a proactive role in the selection of the candidates without disempowering the decision-makers. One mitigation effort was to stipulate ground

rules or training programs, such setting a minimum quota of 20-30 percent; or instituting gender-budgeting measures. This year NIBP also took a more proactive approach by reaching out to women managers and staff to inform them of training programs available and of the strength in unity when it comes to increasing the number of women selected to attend trainings in Kabul and abroad. However, it must be noted 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.

During the Q3 a total of 186 events took place, of them eight 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. NIBP supported a total of 2938 on training and workshops and 564 civil servants on coaching and mentoring. Of which, 27.7 % (808) and 17.9 % (101) were women participants on training and coaching activities respectively

- **Low motivation and resistance to change**

The current organization structures, high turnover among 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 GoIRA 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 internationals**

The security situation in Afghanistan continues to be a concern for personal safety of the international staff particularly at sub-national level. 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.

## **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 NCDAs but with no provision of ICDAAs, it would be desirable to assign a facilitative role to ICDAAs available at the regional level. This should be done in close consultation and coordination between relevant regional level institutions.

- **Focus on a few select Ministries**

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

- **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. 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.

- **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

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

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

- **Stronger administrative support**

A common complaint from the CDAs and noted in the Mid-term evaluation is the need to improve administrative support. To strengthen support, NIBP has added an Operations Manager, a Gender Analyst, and an assistant to the Financial Officer in the final months of 2012. Additionally, a Training Coordinator has been in place. On a management level, more focus needs to be placed on internal management structures and systems, as well as utilizing existing personnel skillsets more effectively and integrating a more participatory approach in the workplace.

## VIII. FUTURE PLAN

- **Expansion of NIBP at subnational level**

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

- **Diversification of Partnerships**

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

- **Role of GDPDM**

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

## IX. ANNEXES

### ANNEX 1: FINANCIAL TABLE

#### The Interim Donor Report **January- September, 2013** for ("NIBP")

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2013					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i - j - k-m)
Australia	225,630	225,630	224,524	-	1,106	-	-	-	1,106	-	-	-	-	1,106
Canada	490,028	490,028	89,827	-	400,202	(400,202)	-	-	-	-	-	-	-	-
India	4,320,000	3,240,000	2,056,478	-	1,184,242	1,080,000	-	1,420,485	843,756	665,457	-	-	-	178,299
Italy	1,233,046	1,233,046	1,063,210	-	186,036	-	-	119,173	66,862	7,491	-	-	-	59,372
Japan	10,160,000	7,000,000	5,194,556	-	1,791,400	3,160,000	-	2,555,734	2,395,666	562,014	11,886	-	-	1,821,766
SDC	1,906,101	1,486,814	1,052,277	-	434,537	419,287	-	479,063	374,761	180,069	-	-	-	194,692
SDC	157,600	-	-	-	-	157,600	-	-	157,600	-	-	-	-	157,600
UNDP (Core Fund)	5,396,290	2,827,199	2,827,199	-	-	2,569,091	-	1,565,027	1,004,064	196,668	(357)	-	-	807,752
<b>Grand Total</b>	<b>23,888,695</b>	<b>16,502,717</b>	<b>12,508,071</b>	<b>-</b>	<b>3,997,522</b>	<b>6,985,776</b>	<b>-</b>	<b>6,139,484</b>	<b>4,843,815</b>	<b>1,611,699</b>	<b>11,529</b>	<b>-</b>	<b>-</b>	<b>3,220,587</b>

Note:

- i) The figures provided for 3rd quarter in the above statement are provisional; the final figures will be known once the 2013 year-end closure exercise has been completed.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

## ANNEX 2: EXPENSES BY OUTPUT

### The Interim Donor Report January- September, 2013 for ("NIBP")

#### Annex 2. Expenses by Output

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Jun-2013)	Expenses (July-Sep-2013)	Cumulative Expenses (Jan-Sep)	Delivery Rate
Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	7,704,540	3,013,614	1,737,944	4,751,558	61.7%
<b>Sub-total Output 1</b>	<b>7,704,540</b>	<b>3,013,614</b>	<b>1,737,944</b>	<b>4,751,558</b>	<b>39.1%</b>
Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	1,807,112	201,420	158,915	360,335	11.1%
<b>Sub-total Output 2</b>	<b>1,807,112</b>	<b>201,420</b>	<b>158,915</b>	<b>360,335</b>	<b>11.1%</b>
Output 3: (Atlas ID 00073380) "Project Management Unit"	1,650,527	805,503	222,087	1,027,590	48.8%
<b>Sub-total Output 4</b>	<b>1,650,527</b>	<b>805,503</b>	<b>222,087</b>	<b>1,027,590</b>	<b>48.8%</b>
<b>Grand Total</b>	<b>11,162,178</b>	<b>4,020,538</b>	<b>2,118,945</b>	<b>6,139,484</b>	<b>55%</b>



## ANNEX 3: EXPENSES BY DONOR

### The Interim Donor Report January- September, 2013 for ("NIBP")

Annex 3. Expenses by Donor

Donor Name	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Jun-2013)	Expenses (July-Sep-2013)	Cumulative Expenses (Jan-Sep)	Delivery Rates
India	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	2,262,035	856,597	490,273	1,346,870	60%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	109,883	-	11,754	11,754	11%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	32,900	10,691	51,171	61,861	188%
<b>Sub-Total</b>		<b>2,404,818</b>	<b>867,288</b>	<b>553,198</b>	<b>1,420,485</b>	<b>36%</b>
Italy	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	204,713	92,703	26,471	119,173	58%
<b>Sub-Total</b>		<b>204,713</b>	<b>92,703</b>	<b>26,471</b>	<b>119,173</b>	<b>45%</b>
Japan	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	3,411,122	1,680,950	578,056	2,259,006	66%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	1,417,483	108,642	116,296	224,938	16%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	172,324	32,538	39,252	71,790	42%
<b>Sub-Total</b>		<b>5,000,929</b>	<b>1,822,131</b>	<b>733,604</b>	<b>2,555,734</b>	<b>36%</b>
SDC	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	1,080,881	301,450	155,975	457,425	42%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	136,746	-	21,638	21,638	16%
<b>Sub-Total</b>		<b>1,217,627</b>	<b>301,450</b>	<b>177,613</b>	<b>479,063</b>	<b>25%</b>
UNDP (Core Fund)	Output 1: (Atlas ID 00081998) "Strengthening Institutional and Organizational capacity of select government entities"	745,788	81,914	487,170	569,084	76%
	Output 2: (Atlas ID 00082621) "Institutional Capacity Development Support to GDPDM and Capacity Development activities in IARCSC"	143,000	92,778	9,226	102,005	71%
	Output 3: (Atlas ID 00073380) "Project Management Unit"	1,445,303	762,274	131,664	893,939	62%
<b>Sub-Total</b>		<b>2,334,091</b>	<b>936,967</b>	<b>628,060</b>	<b>1,565,027</b>	<b>67%</b>
<b>Grand Total</b>		<b>11,162,178</b>	<b>4,020,538</b>	<b>2,118,945</b>	<b>6,139,484</b>	<b>55%</b>

## ANNEX 4: ISSUE LOG

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

## ANNEX 5: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	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 demotivational 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	Afghan Nationals continue to return after studies abroad through	Project Manager	Project Manager	February, 2013	Improving

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/M NGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
				capable National CDAs and advisors is a challenging job.	scholarships				
4	NIBP positioning vis-à-vis other CD projects	January, 2011	Strategic	Duplication and redundancies in ministries	Detailed and regular dialogue with CTAP, CBRF + CD Plans and UNDP approach to CD presentation workshops to establish uniqueness of NIBP	Project Manager	Project Officer	February, 2013	Increasing

## ANNEX 6: POLICY DEVELOPMENT SUPPORT IN Q3

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
<b>NIBP Policy Development Support in Q1</b>											
<b>1.2 MoTCA</b>											
	Identification of Institutional framework and functional responsibilities	√									
<b>1.3 MAIL</b>											
	Wheat Flour Fortification in Afghanistan, Sustainable Meat Production, MAIL Institutional Restructuring	√	√	√					√		
<b>1.4 MoE</b>											
<b>1.5 DMOYA</b>											
	Event Management on Youth Day and Peace Day. Regional Policy dialogue in Adolescence, Establishment of Effective Partnership with UNDP.	√							√		
<b>1.12 MoCI</b>											
	MOU with MRRD on Rural Enterprise. Revised TOR for PSD and SME. TNA for PSD and SME in consultation with CTAP. MOU with MOLSAMD on entrepreneurs training	√									

IARCSC											
	Gender Strategy, Anti-Harassment. Cadre system. Creating Financial Cadres. Advising on Pay Commission. HRM and Communications	√								√	
CSO											
	Integrated Business survey. National Risk and Vulnerability Assessment. KOICA statistical training for Afghanistan in South Korea									√	