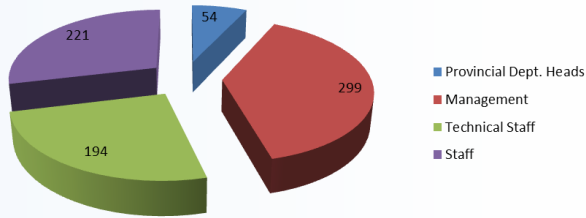


NIBP Coaching and Mentoring Activities in the Provinces

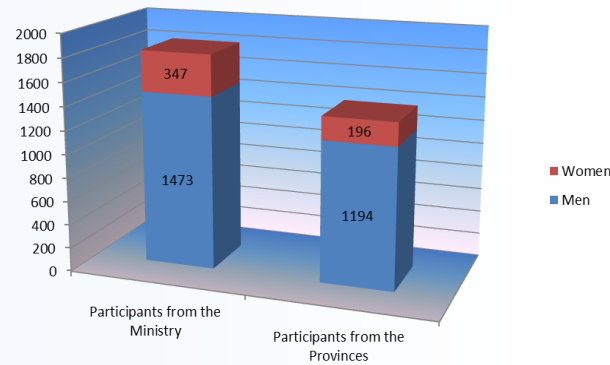


In 2012, NIBP provided coaching and mentoring to department heads, management, technical staff and staff.

NIBP works with these government bodies at the national level:

- Independent Administrative Reform and Civil Service Commission (IARCSC)
- Ministry of Agriculture, Irrigation & Livestock (MAIL)
- Ministry of Commerce and Industry (MoCI)
- Ministry of Economy (MoEc)
- Ministry of Education (MoE)
- Ministry of Information and Culture (MoIC)
- Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD)
- Central Statistics Organization (CSO)
- Ministry of Transport and Civil Aviation (MoTCA)
- Deputy Ministry of Youth Affairs (DMoYA)
- Ministry of Communication and Information Technology (MoCIT)
- Ministry of Finance (MoF)
- Ministry of Foreign Affairs (MoFA)
- Ministry of Mines (MoM)
- Ministry of Rural Rehabilitation and Development (MRRD)
- Ministry of Public Health (MoPH)

*The last six ministries are new partners, with whom NIBP started to engage in 2012.



NIBP encourages the inclusion of women in training programs, workshops and educational visits. In the ministries, 19 per cent of participants were women; and 15 per cent of participants from the provinces were women. The goal for 2013 is 25 percent female participation across the board.



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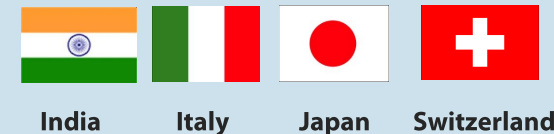


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The National Institution Building Project

A Snapshot

Our Partners:



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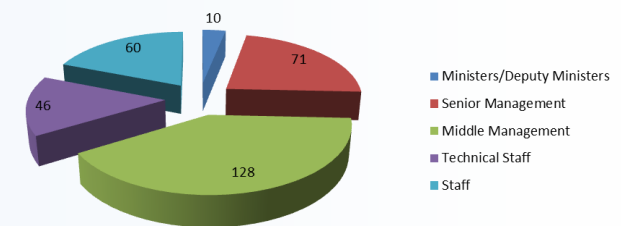


UNITED NATIONS DEVELOPMENT PROGRAMME

Building stronger government institutions

To bolster the Government of Afghanistan's ability to effectively deliver public services to its citizens, UNDP launched the National Institution Building Project (NIBP) in 2010. Through the project, regional and international experts help build the capacities of key Afghan civil servants at the national and sub-national levels. The assistance focuses on problem-solving strategies and integration of gender-related aspects into national and provincial policies, and aims to assist in developing an Afghan civil service which is able to work effectively across the length and breadth of the country. In 2012, NIBP directly supported nine ministries, and the Independent Administrative Reform and Civil Service Commission, its main government partner. NIBP aims to expand support to a total of 16 ministries in the first quarter of 2013. There has also been renewed emphasis on developing capacity among civil servants at the sub-national level. Towards this end, capacity development advisors were placed in the Departments of Agriculture, Irrigation & Livestock in Bamyan and Mazar-e-Sherif in mid-2012. NIBP is also reinforcing the capacity of the Civil Service Commission in seven regional centres by expanding the presence of Afghan advisers to provinces which have received little or no previous development assistance. Kandahar and Ghazni are among the provinces that will benefit from NIBP's efforts to improve the provincial-level civil services in crucial sectors, such as agriculture & education.

NIBP Coaching and Mentoring Activities in the Ministries

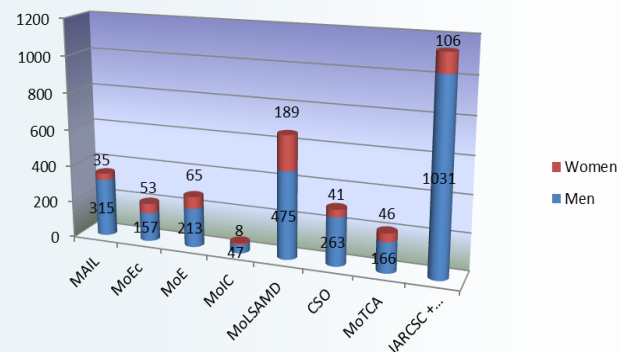


In 2012, NIBP provided coaching and mentoring to ministers, senior management, middle management, and technical staff.

A key component of the capacity development strategy pioneered by NIBP for use in the Ministry of Agriculture, Irrigation and Livestock has been the **“One - Ministry Approach”** which links the central ministries with provinces through joint training sessions and other forms of capacity building.

In 2012, NIBP facilitated or conducted more than 150 training programmes and workshops in Afghanistan and abroad, reaching over 3,200 ministerial officials and civil servants. Nearly half of the training programmes were tailored for civil servants in the provinces. In an effort to capitalize on regional and international expertise, NIBP-designed 40 training programmes and facilitated educational tours for Afghan civil servants to leading institutions abroad, as part of the South-South Cooperation exchange. Once an issue is identified for support through capacity development, educational visits are utilized as a means to learn about best practices and use problem-solving techniques in Afghanistan.

Afghan civil servants participating in NIBP workshops, training programmes and educational visits in 2012



Key beneficiaries of the NIBP capacity development support range from civil servants at the provincial level to the most senior-level positions, such as Chiefs of Staff, Director Generals, Deputy Ministers and Ministers. International experts have also conducted studies, organized training programmes, and supported the development of national policies.

To effectively support government counterparts, a monitoring and evaluation system has been integrated into all project activities, from monitoring of capacity development advisers’ coaching and mentoring activities to evaluating the effectiveness of training programs, workshops and educational visits.

Raising the Bar for Women’s Participation

As part of its gender-sensitive budgeting strategy, NIBP emphasizes the inclusion of gender-relevant issues in workshops, training programmes and educational visits. An estimated 15 per cent of the project’s budget is allocated to gender-related initiatives, including workshops focused on gender-relevant issues and raising awareness about gender equality across development sectors.



A training program for kindergarten teachers at the Ministry of Labor, Social Affairs, Martyrs and the Disabled in Kabul-- an example of NIBP supporting the professional development of women.

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The Ministry of Agriculture, Irrigation and Livestock leads the way in problem-solving

The livelihoods of 80 per cent of the Afghan population depend on agriculture, which remains the primary engine for economic growth. It currently contributes to more than 50 per cent of the country’s Gross Domestic Product. However, 25 years of war, civil conflict, and intermittent severe droughts have adversely affected Afghanistan’s agricultural sector, directly contributing to the country’s ranking among the poorest countries in the world. Additionally, the national economy is beset with the problem of continued dominance of opium production. At least two million Afghans directly rely on the drug economy for their livelihoods. Developing the agriculture sector is critical to economic growth and for reducing the illicit poppy cultivation.

There is a great need to lead farmers away from an opium-supported economy and to integrate legal, high-value and drought-resistant crops such as saffron. This crop protects farmers from the adverse effects of drought and at the same time boosts exports. The soil and ecological conditions of Afghanistan are suitable for saffron cultivation, making it a viable alternative to poppy.

As saffron is a new crop for Afghanistan, in order to be able to achieve the desired objectives, it was necessary for the Ministry of Agriculture, Irrigation and Livestock to formulate a policy designed to promote saffron as a high

NIBP supported the Ministry in developing the necessary knowledge and skills to grow saffron by organizing training workshops for Ministry personnel in India where saffron is cultivated on a large scale.

-value crop. Consequently, the ministry requested NIBP to provide support, guiding the Ministry along the process leading to a National Saffron Policy Formulation. The process included extensive consultations with all interested parties and the input of key directorates of the Ministry for the establishment of a policy framework, including a long-term strategy. Subsequently, NIBP supported the Ministry in developing the necessary knowledge and skills to grow saffron by organizing training workshops for Ministry personnel in



Saffron Field in Herat, Afghanistan © Canisius Sovis/UNDP
Following the training workshop, the Ministry prepared a five-year plan for putting the policy into effect. As a consequence of NIBP support to this process, the Ministry of Agriculture, Irrigation and Livestock was granted USD 2 million for implementation of the saffron-growing policy from the Government of Afghanistan.

Training programmes and educational visits outside of Afghanistan in 2012

- India: 31
- Philippines: 2
- Azerbaijan: 2
- Italy: 1
- Korea: 1
- Singapore: 1
- UK: 1
- Nepal: 1