

**United Nations Development Programme**  
**Afghanistan**  
**National Institution Building Project (NIBP)**  
**First Quarter Project Progress Report – January to March, 2011**



NIBP interactive feedback session : Senior management of UNDP and partner ministries / agencies : March 12, 2011

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

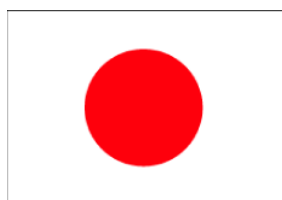
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## Acronyms

ACSI	Afghanistan Civil Service Institute
ANDS	Afghanistan National Development Strategy
ASGP	Afghanistan Sub-national Governance Programme
CA	Capacity Assessment
CAP	Capacity for Afghan Public service
CD	Capacity Development
CDA	Capacity Development Advisor
CDG	Capacity Development Group
CDO	Capacity Development Officer
CDP	Capacity Development Plan
CIDA	Canadian International Development Agency
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSMD	Civil Service Management Department
CSO	Central Statistical Office
CTAP	Civilian Technical Assistance Plan
DG	Director General
DGCA	Director General of Civil Aviation
DIM	Direct Implementation Modality
DMoYA	Deputy Ministry of Youth Affairs
GCC	Government Coordination Committee
GDPDM	General Directorate of Programs' Design and Management
GIRA	Government of Islamic Republic of Afghanistan
GMS	Gender Mainstreaming Strategy
GOI	Government of India
IARCSC	Independent Administrative Reform and Civil Service Commission
ICCD	Inter-ministerial Commission for Capacity Development
IDLG	Independent Directorate of Local Governance
KETN	Kabul Engineering Technical NGO
KIA	Kabul International Airport
KOICA	Korea International Cooperation Agency
LGA	Local Governance and Administration
LOA	Letter of Agreement
MAIL	Ministry of Agriculture, Irrigation and Livestock
MBAW	Making Budget and Aid Work
MCP	Management Capacity Programme
MEW	Ministry of Energy and Water
MoCIT	Ministry of Communications and Information Technology
MoEc	Ministry of Economy
MoEd	Ministry of Education
MoF	Ministry of Finance
MoIC	Ministry of Information and Culture
MoLSA	Ministry of Labour and Social Affairs
MoPH	Ministry of Public Health
MoPW	Ministry of Public Works
MoTCA	Ministry of Transport and Civil Aviation

MoWA	Ministry of Women Affairs
MOSS	Minimum Operating Security Standards
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NIBP	National Institution Building Project
NPP	National Priority Programmes
NRVA	National Risk and Vulnerability Assessment
PAD	Provincial Affairs Directorate
PAR	Public Administration Reform
PPU	Procurement Policy Unit
PTC	Provincial Training Centres
RTC	Regional Training Centres
SDC	Swiss Development Corporation
SRF	Statistics Results Facility
TOR	Terms of Reference
ToT	Training of Trainers
UNAMA	United Nations Mission for Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

## Executive Summary

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

The NIBP was launched on January 1, 2010 and the activities of the first year of the project were devoted primarily towards planning and mobilisation. The reporting period was the first quarter of 2011 and consolidated on the foundations laid during 2010. A significant achievement of the reporting quarter was sanction of USD 2 million by Japan for NIBP.

For recruitment of Capacity Development Advisors (CDAs), the project continued to pursue modalities of south-south cooperation to source practitioner civil servants and regional advisors, who are culturally more appropriate in Afghan context. Four CDAs joined the project during the reporting period. They were assigned to (1) Central Statistics Organisation (CSO); (2) Ministry of Labour and Social Affairs (MoLSA); (3) Ministry of Agriculture, Irrigation and Livestock (MAIL); and (4) Ministry of Information and Culture (MoIC). Advisory services of the project continued in Ministry of Transport and Civil Aviation (MoTCA) and Deputy Ministry of Youth Affairs (DMoYA). In addition, the new CDAs started their assignment in CSO, MoLSA, MAIL and MoIC respectively. An orientation and a full day learning session were conducted for the four new CDAs of NIBP. The UNDP methodology for undertaking Capacity Assessment (CA) and preparation of Capacity Development Plans (CDPs) was introduced. A significant output of the project during the reporting period was preparation of updated CD plans for MoTCA and DMoYA. A summary of the results / outputs / activities undertaken in the partner ministries / agencies during the reporting period is presented in the report.

A differentiating feature of NIBP is that the CD initiatives of the CDAs in the ministries will be supplemented by advisory services under twinning arrangements with ministries and agencies of regional governments which are culturally appropriate for such twinning arrangements. The twinning arrangement will be implemented via MOUs between a ministry of government of Afghanistan and the counterpart ministry in the regional government. During the reporting period, the ‘Twinning’ MoU was signed between Ministry of Agriculture, Irrigation & Livestock (MAIL), Government of Afghanistan (GoA) and the two corresponding ministries from Government of India (GoI) namely Ministry of Chemicals and Fertilizers (MoCF) and Ministry of Agriculture (MoA) on 11th February 2011 and 14th February 2011 respectively in New Delhi, India. In addition to the signing ceremonies, few exposure visits to subordinate/associated organizations were also organized for the Afghan delegation. A work plan was prepared for undertaking Capacity Development (CD) activities under the MOU.

NIBP pursues to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. An example of gender considerations being paramount in NIBP interventions was the ICT4Youth programme in Deputy Ministry of Youth Affairs (DMoYA). Currently training sessions are on for 7 batches with a total of 400 students, with one session of one hour conducted every day in the deputy ministry premises in after school hours. Nearly 40 percent of the students are girls.

As part of activities under NIBP for the output which cater to capacity development of GDPDM, the project provided advisory services to GDPDM. The support to GDPDM included review of the document on National Priority Programme (NPP) 3 for effective and effective governance; a strategic note for IARCSC for its future program areas in alignment with the NPP 3 and the budget; a concept note on a TA Management Unit (TAMU) under GDPDM; holding a donor conference for IARCSC; etc.

As part of training activities under the project, the implementation of internship programme under AusAID funding in Uruzgan continued during the reporting period. The purpose of the training is to increase the skills set of the interns, so that they are able to apply to the cadre of trained civil servants who can assist public administration reform at the sub national level and their knowledge will contribute to quality service delivery.

The advocacy and communication activities of the project during the reporting period included an interaction session on March 12, 2011 with partner ministries / agencies of Government of Afghanistan. The session provided an opportunity to ascertain feedback from the partner ministries / agencies of Government of Afghanistan about NIBP work and required adjustments to be made. Further, a success story on training activities supported by NIBP in Deputy Ministry of Youth Affairs (DMoYA) – “ICT for Youth” - was prepared. The story published on UNAMA website was picked up by UN News and was further disseminated. It was also reported in a Malaysian newspaper. Another story was prepared on the successful and effective use of the south-south cooperation modality along with the tool of twinning arrangements, as used by NIBP. The story was shared for further dissemination with the capacity development group and the south-south cooperation group at UNDP’s Asia Pacific Regional Center Bangkok. It was also shared with the Task Team for South-South Cooperation (TT-SSC) created under the Accra Agenda for Action for aid effectiveness. Also, the project continued providing support in pursuing a cluster approach in implementation of programmes / projects of UNDP Afghanistan.

The challenges faced by the project continue to be the “positioning of NIBP vis-à-vis other CD projects” and “resource mobilization”. The “security of internationals” and “frequent changes in senior management in partner ministry/agency” remains the risk being monitored by the project on a continuous basis. Further, the “expansion of project activities at sub-national level” and the “integration of NIBP office with government partner” were the issues that were being addressed by the project during the reporting period.

The activities of 2011 will include continued services in ministries / agencies with renewed focus on policy advice along with coaching. The advocacy and outreach activities shall be ensued for continued demand assessment for project services and resource mobilisation. Undertaking capacity assessment and preparing capacity development plans for partner ministries / agencies shall be the first task of the CDA on his placement. A coordinated implementation of the CD plans shall result in promotion of “One UNDP” approach to CD in Afghanistan. Synergies with other UNDP projects through CD Cluster will see an enhancement in the outreach of NIBP approach to CD in Afghanistan.



## I. Context

Building robust government institutions for effective governance and a professional and responsive civil service with the overall aim of improving service delivery to Afghan people are one of the top priorities of the Government of Islamic Republic of Afghanistan (GIRA). In the Afghanistan National Development Strategy (ANDS), Capacity Development (CD) has been identified as a cross cutting issue and the improvement of public sector capacity in particular as the key challenge to development in Afghanistan. It has been recognised that unless adequate capacities are built, technical and financial support will remain underutilized to the detriment of the development process. The United Nations Development Assistance Framework (UNDAF) underlines the need to develop the capacity of the Government at all levels, especially at the provincial and district levels. The Country Programme Document (CPD) of the United Nations Development Programme (UNDP) also underlines this challenge.

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

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

The year 2010 witnessed some significant adjustments in the approach of international community towards supporting the stabilization and development process in Afghanistan. The "Kabul International Conference on Afghanistan", which was held on July 22, 2010, marked a new phase in the partnership, the Kabul Process. The hallmark of the Kabul Process is Afghan leadership and ownership. The Afghan Government's programme has been defined by measurable benchmarks contained in National Priority Programmes (NPPs) that represent the prioritized requirements of the ANDS. In support of Afghanistan's vision of renewal and programmes, to deliver concrete benefits to its citizens, the international community is realigning its assistance to advance Afghanistan's priorities. The international community welcomes the Afghan Government's committed reforms outlined in its new NPPs. By design, the NIBP is in complete alignment with the NPP3 for "efficient and effective government".

The NIBP, to be implemented over a period





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

## II. Results and Impact

The NIBP was launched on January 1, 2010 and the activities of the first year of the project were devoted primarily towards planning and mobilisation. The reporting period was the first quarter of 2011 and consolidated on the foundations laid during 2010. Project resources were applied in accordance with the annual work-plan, as presented below.

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

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

The GDPDM of IARCSC continued promotional activities for the project with a view to enhance the level of awareness / understanding of the kind of services to be provided and the adjustments required. The promotional activities also continued with current and potential donors for mobilizing resources for the project. A significant achievement of the reporting quarter was sanction of USD 2 million by Japan for NIBP. A proposal was submitted to Japan Unit, Partnership Bureau, UNDP HQ for onward submission to the Japanese mission in NY. The Japanese mission in NY approved the NIBP proposal and released the funds to the project which was included in the Annual Work Plan of the project.

For recruitment of CDAs, the project continued to pursue modalities of south-south cooperation to source practitioner civil servants and regional advisors, who are culturally more appropriate in Afghan context. Under the MOU with the Government of India (GOI), four CDAs joined the project during the reporting period. They were assigned to (1) Central Statistics Organisation (CSO); (2) Ministry of Labour and Social Affairs (MoLSA); (3) Ministry of Agriculture, Irrigation and Livestock (MAIL); and (4) Ministry of Information and Culture (MoIC). Further, under the agreement with Italy, the recruitment of 4 CDAs to be placed at sub-national level in Herat for undertaking capacity development in western region was finalized and contracts were issued. At the end of the reporting period, the mobilization of

these CDAs was under process. Further, action was taken for recruitment of CDAs under funding from Swiss Development Corporation (SDC) for undertaking capacity development at sub-national level in 7 provinces namely 5 provinces of Northern region (Balkh, Samangan, Sare-Pul, Jawzan and Faryab) and 2 provinces of Central Highlands (Bamyan and Daikundi).

Advisory services of the project continued in Ministry of Transport and Civil Aviation (MoTCA) and Deputy Ministry of Youth Affairs (DMoYA). In addition, the new CDAs started their assignment in CSO, MoLSA, MAIL and MoIC respectively. The services of CDAs from GOI were utilised in these ministries / agencies of GIRA.

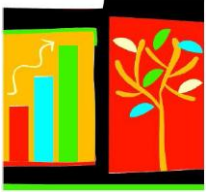

An orientation was conducted for the four new CDAs of NIBP. The orientation included briefing the CDAs on NIBP objectives, NIBP approach and methodology for CD including an overview of the background of project development. Key products and deliverables expected from a NIBP CDA were also explained. Additionally, a full day learning session was conducted on Thursday February 24, 2011. The UNDP methodology for undertaking Capacity Assessment (CA) and preparation of Capacity Development Plans (CDPs) was introduced and discussed. The session enabled the CDAs to gain a better understanding of (a) UNDP's approach to CD, definitions, concepts, and applications; (b) What 'mainstreaming' capacity development entails; (c) What are CAs and CA-derived CD strategies; (d) What tools and methodologies are available; and (e) Preparation of CDP for ministries / agencies of Government of Afghanistan. The draft CDP for Ministry of Transport and Civil Aviation (MoTCA) was presented as a test case for discussion.

A significant output of the project during the reporting period was preparation of updated CD plans for MoTCA and DMoYA. The CD plans prepared in 2010 were reviewed and a self-assessment of various priority capacities was undertaken. A comprehensive analysis of organizational structures, functions and CD needs of the ministry / agency was done at the individual, organizational and institutional level in collaboration with and under the guidance of the respective ministry / agency. Wider consultation with the leadership and the senior management was undertaken to get their views on the CD needs of the organization including gender mainstreaming. The CD plan includes a policy portfolio and a programmatic portfolio for the ministry / agency. The updated CD plan continues to be a dynamic document to enable incorporation of changes in priorities and challenges of the ministry or agency. The CD Plans of the ministry / agency lay the foundation of NIBP advisory services and CD activities in respective ministry / agency.




Validation workshop for Capacity Development Plan in MoTCA on 14<sup>th</sup> March 2011  
H. E. Dr. Daoud Ali Najafi in chair


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


Ministry / Agency	Results / Outputs / Activities
<p>Ministry of Transport and Civil Aviation (MoTCA)</p> 	<ul style="list-style-type: none"> <li>• A comprehensive transport policy for improving public transport system in Afghanistan was prepared. The policy document was prepared in collaboration with another consultant from the US Embassy. The report has been submitted to the Office of the President for approval.</li> <li>• An updated Capacity Development Plan (CDP) was prepared for MoTCA. A process oriented approach was followed to ensure ownership of the Ministry and introduce self-assessment. A Capacity Assessment (CA) team consisting of senior officers of the Ministry was formed. NIBP organized coaching sessions for the CA team to familiarize them with UNDP Capacity Assessment methodology. Further, a training workshop was organized for the senior officers of the Ministry on the UNDP capacity assessment methodology on 8th February 2011. The Capacity assessment team of the Ministry collected qualitative and quantitative information for preparation of the CDP for the Ministry. A comprehensive draft CDP for the Ministry was prepared including separate response matrices for transport and civil aviation sectors. On 14th March 2011, a validation workshop was organized in the Ministry to get feedback from the senior management of the Ministry on the draft CDP. H. E. the Minister inaugurated the workshop and all the Deputy Ministers of the Ministry participated in the workshop. Feedback was received and the draft CDP was validated.</li> </ul>  <p>Coaching session for the Capacity Assessment Team in MoTCA</p>

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> <li>• The organizational capacity of the Millie Bus unit of MoTCA is very low and because of lack of proper maintenance facility, a large number of vehicles are off the road. As part of organizational capacity development initiatives of NIBP in MoTCA, restructuring of the Millie Bus Unit was undertaken and a maintenance department was established. Further, NIBP assisted the Ministry in restructuring and setting up training of trainers department in the Millie Bus unit. Creation of trainers department would help addressing the capacity needs of the Millie Bus unit in a sustainable manner.</li> <li>• NIBP also assisted the Ministry in recruiting 15 fresh engineers for the newly created maintenance department of the Millie Bus Unit. All the new engineers were selected on the basis of their experience and proficiency of English language. Similarly, for training of the trainers department, 5 officers were recruited based on their experience and qualifications. NIBP supported the Ministry in carrying out these merit based recruitments.</li> <li>• In order to develop capacity of the employees of the Millie Bus unit, NIBP coordinated with the TATA Motors, India for organizing 3 customized training programmes. 35 officers of the Ministry were trained in India in the area of vehicle maintenance, training of trainers programme and drivers training. NIBP assisted the Ministry in coordinating and processing all documents for organizing the training programmes and selecting suitable 35 candidates for all the three courses following a transparent selection process. The training courses were financed by TATA Motors. 15 maintenance engineers attended vehicle maintenance engineering course in India from 13th to 28th February 2011. 10 officers of the Ministry attended the training of the trainer's course in India from 13th to 29th March. 10 drivers of the Millie Bus unit attended the drivers training course in India from 13th to 22nd March 2011. The courses resulted in enhanced capacity of staff in their respective roles contributing to overall improved capacity of the Millie Bus unit of the Ministry.</li> <li>• NIBP coordinated with the Embassy of India for donation of buses from Government of India for Millie bus unit of the Ministry. A comprehensive proposal has been worked out which includes donation of buses, provision for spare parts, training of its personnel and setting up of the maintenance workshop in the Millie Bus Unit to improve the public transport system in Kabul.</li> <li>• A report was prepared containing the list of projects in the prescribed format of Ministry of Finance (MoF) for the proposed donor's conference of the infrastructure cluster of ANDS. A presentation was developed on the public transport system.</li> <li>• As part of organizational capacity development initiatives of NIBP in the Ministry, a procedure was introduced to streamline the selection</li> </ul>



Ministry / Agency	Results / Outputs / Activities
	<p>process of the officers of the Ministry for foreign training programmes. From Jan to March 2011, 6 students were selected by the selection committee for foreign training. The training programmes are coordinated and linked with the CDP of the Ministry.</p> <ul style="list-style-type: none"> <li>• The Government of Afghanistan has decided to set up civil aviation authority to improve regulation of the civil aviation sector. In consultation with other experts working with the Ministry, NIBP project assisted the Ministry in developing 4 alternative models for setting up the civil aviation authority in Afghanistan.</li> <li>• In order to sensitize the policy makers about suitability of the proposed civil aviation structure in Afghanistan, a concept paper was prepared on the structure and function of the civil aviation authorities in SAARC countries.</li> <li>• NIBP assisted the Ministry in coordination with the South Asia Regional Initiative (SARI) and helped the Ministry to become the member of the regional association. The membership of the SARI would help the Ministry is getting technical and financial support to strengthen its safety oversight function.</li> <li>• NIBP assisted the Ministry to become member of the COSCAP-SA and selecting senior officers for the proposed COSCAP-SA (Cooperative development of Operational Safety and Continuing Airworthiness Programme – South Asia) steering committee meeting, scheduled in month of April 2011 in Colombo .The COSCAP–SA membership would help the Ministry in harmonizing safety standards in the South Asia.</li> </ul>
<p>Deputy Ministry of Youth Affairs (DMoYA), Ministry of Information &amp; Culture (MoIC)</p> 	<ul style="list-style-type: none"> <li>• Capacity Development Plan (CDP): An updated CDP of DMoYA for 2011-2013 was prepared. The plan is circulated by the Deputy Minister to the stakeholders for comments. UNICEF, UNFPA, ISAF and ACTED have agreed to support DMoYA in implementation of the CDP.</li> <li>• Establishment of Provincial Youth Shuras: NIBP supported DMoYA in constitution of provincial youth shuras in 14 provinces (Mazar, Samangan, Helmand, Nimroz, Uruzgan, Zabul, Hirat, Farah, Kandhar, Sar-e-Pul, Faryab, Juzjan, Maidan Wardak and Logar). The members of the provincial youth shuras were elected through transparent process. Around 5600 youths (400 in each province) are trained in peace building, reconciliation and community development to support good governance.</li> <li>• MoU with private Universities: NIBP supported DMoYA in negotiating, signing and implementation of MoUs with four private Universities. These Universities will provide scholarship to the poor and deserving youth of Afghanistan in professional and technical courses. 4000 youth will receive scholarship under this scheme in 2011. Most of</li> </ul>



Ministry / Agency	Results / Outputs / Activities
	<p>them would be girls as nursing training will be exclusive for girls. The other courses provided by the four Universities under the scheme will be (a) Peshgam - Economics, Computer Sciences, Accounting and Marketing; (b) Hewat – English and Computer; (c) Mariam – Economics and computer sciences; (d) Rokhtiya – Nursing.</p> <ul style="list-style-type: none"> <li>• DMOYA work plan with UNICEF and UNFPA: In order to have an integrated approach for capacity development of DMOYA, NIBP supported DMOYA in negotiating, signing and implementation of the work plan of UNICEF and UNFPA. The plan will support DMOYA in number of youth initiatives including capacity development of DMOYA and its provincial offices.</li> <li>• Support to ICT4Youth programme: NIBP supported DMOYA in implementation of ICT4Youth programme. The support included resource mobilization for running the training center. NIBP also assisted DMOYA in conducting test of 600 youth for admission in the training course.</li> <li>• NIBP organized two-day training of 4 Directors and 12 staff of the four divisions of the DMOYA on developing, implementing and monitoring work plan for each division with twin objectives 1) Each division can support and monitor the implementation of annual work plan of partners such as UN agencies (UNICEF &amp; UNFPA), ISAF, NGOs, Universities and other partners of the DMOYA in their areas of responsibilities, and 2) make work plan of their own division and implement them.</li> <li>• NIBP organized one day training for 20 young Afghan entrepreneurs from Kabul on trade promotion between Afghanistan and other South Asian Countries. The youth were trained on Afghanistan Pakistan Trade Agreement (APTA) and South Asian Federation Trade Association (SAFTA).</li> <li>• NIBP supported DMOYA in organizing International Women's Day on 8th March 2011 at the DMOYA.</li> </ul>
<p>Central Statistics Organisation (CSO)</p> 	<ul style="list-style-type: none"> <li>• Capacity Assessment (CA) - As part of CA of CSO, situational analysis was undertaken through study of the mandate, organizational and manpower structure of CSO and major activities and functions undertaken by different Departments. Individual discussions were held and relevant documents and available reports were studied. Organizational and human resource structure and work processes of all the Departments of CSO were studied in detail and Charts with staff strength by Grade were prepared. Core issues were identified for detailed CA at two points of entry - enabling environment level and organizational levels. CA worksheets were developed and introduced for undertaking self-assessment against the identified core issues and in five cross-cutting common functional areas - stakeholder</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<p>engagement, visioning, policy and Strategy formulation, budget management and implementation, and monitoring and evaluation. While adapting the UNDP's approach to "CA and CA linked CD strategies", the literature on capacity development of national statistical systems from different sources like World Bank, UN, IMF, Paris21, etc were reviewed to incorporate international standards, procedures and practices in the functional area of official statistics. The CD Plan for CSO is under preparation.</p> <ul style="list-style-type: none"> <li>• NIBP provided inputs to the CSO for the high level Statistical Task Force Meeting for monitoring of implementation of multi-donor Statistics for Results Facility (SRF) Project for strengthening Afghanistan Statistical System.</li> <li>• NIBP supported CSO for the Steering Committee Meeting of National Risk and Vulnerability Assessment (NRVA) and provided vital inputs on sampling design of the NRVA survey 2011 in order to have comparable results and poverty estimates over time and space.</li> <li>• NIBP supported CSO for the seminar on 'Users - Producers of Official Statistics'.</li> <li>• NIBP supported CSO in review of the design and contents of the official website of CSO and assisted the senior management of CSO in improving its contents.</li> </ul>
<p>Ministry of Labour and Social Affairs (MoLSA)</p> 	<ul style="list-style-type: none"> <li>• Capacity Assessment (CA) – A questionnaire was prepared for undertaking capacity assessment in MoLSA (Labour Affairs). A draft of the capacity assessment document was prepared which included stakeholders' analysis, questionnaire, etc. While the document is prepared within the overall framework of UNDP's guidelines, specific inputs are based on local stakeholders' feedback and strategic proposals are aligned with declared national policies and priorities. The questionnaire was finalized and translated into Dari for introducing self-assessment in the Ministry.</li> <li>• Capacity Development - A Committee on Human Resources was formed in Department of Labour for undertaking capacity development. The functions of the committee were discussed and NIBP's association was finalized.</li> <li>• Partnership – A dialogue was initiated with Asia Foundation program office attached to MoLSA on partnership with NIBP for capacity development in MoLSA.</li> <li>• Strategic Plan – A review of the 2008 draft Strategic Plan of MoLSA was undertaken. Drafting of a Strategic Plan for MoLSA (Labour Affairs) was initiated keeping in mind the ANDS pillars and objectives. A committee was set up for this purpose inclusive of NIBP and other partners in the Ministry.</li> <li>• Advisory support - The ILO has submitted a concept note to the</li> </ul>



Ministry / Agency	Results / Outputs / Activities
	Ministry on a proposed project for improving labour administration. NIBP assisted the Ministry in reviewing the concept note and providing comments.
Ministry of Agriculture, Irrigation and Livestock (MAIL) 	<ul style="list-style-type: none"> <li>• Capacity Assessment (CA) and Capacity Development – A capacity assessment in MAIL was undertaken following UNDP's CA methodology. As a part of capacity development at MAIL, a restructuring exercise was taken up. In this regard, an assessment of the Chief of Staff office in H. E. Minister for MAIL's office was carried out, and the recommendations were presented. Further, a draft re-organised structure for offices of all three DMs was suggested. A consultation meeting was held on 5th March, 2011 as a part of PALAD (Policy Analysis and Legal Advisory Department), with different Directorates of MAIL. The executive support functions for the senior functionaries of MAIL were reviewed. The organisational structure for Deputy Minister (Admin &amp; Finance) was reviewed, and a revised structure was prepared. This included the revised mandate for the Executive Support Office, the revised summary of functional responsibilities, and the revised Tashkeel (Organisational Structure).</li> <li>• MAIL has set up PALAD (Policy Analysis and Legal Advisory Department), which is the Institutional mechanism to handle Policy Formulation in the ministry. NIBP was nominated to support PALAD and develop its capacity. NIBP was also assigned to the Technical Advisors Team (TAT) of HE Minister for MAIL.</li> <li>• In order to operationalize the twinning MOU signed recently between MAIL and the Ministries of (1) Agriculture and (2) Chemicals and Fertilizers of Government of India (GOI), a work plan was prepared.</li> </ul>
Ministry of Information and Culture (MoIC) 	<ul style="list-style-type: none"> <li>• The Capacity Assessment process for preparation of CDP for MoIC was initiated. Preliminary assessment of the functioning of the unit "Bakhtar News Agency" was undertaken and a preliminary report on the change management regarding the functioning of the Agency was prepared. A capacity assessment of the Broadcasting Division of the Ministry was initiated and a preliminary survey on the available human and technical resources of RTA (Radio and Television Afghanistan) was conducted with the Stakeholders of RTA to ascertain current capacity assets and future capacity needs. Further, preliminary capacity assessment of the Print Media Units of the Ministry was undertaken. In this regard, an assessment of the functioning of the state owned English Newspaper "Kabul Times" was carried out.</li> <li>• A preliminary assessment was conducted for drawing a plan for Information Dissemination Management, which would lead to formulation of a strategy on "information dissemination". Sensitizing process for the stakeholders in the Print News Media Units</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<p>commenced to start the change management of organizational processes of news production.</p> <ul style="list-style-type: none"> <li>• As part of institutional capacity development initiatives of NIBP for MoIC, a model Code of Conduct for Journalists was drafted. A Plan for implementing the model Code of Conduct was also prepared. The draft Code of Conduct was translated into Dari and was circulated to journalists.</li> <li>• A preliminary plan for restructuring the Print Media News Units was drafted. The restructuring would involve bringing together the functioning of the 4 government owned newspapers.</li> <li>• Based on the preliminary plan for redesigning the Bakhtar News Agency website, web designing agencies were invited to make draft designs for a more functional and user friendly website.</li> <li>• A draft of Copy Right Act of Afghanistan is under preparation. The framework for the Act was drafted.</li> </ul>

In addition to the NIBP support services to MoTCA, DMOYA, CSO, MoLSA, MAIL, and MoIC reported above, the GDPDM provided services of national Capacity Development Officers (CDOs) to the following ministries / agencies of the government: (1) Ministry of Public Works, (2) Government Coordination Committee (GCC) of MoF, (3) Procurement Policy Unit (PPU) of MoF, and (4) Ministry of Communication and Information Technology (MoCIT). The services primarily included coaching and mentoring of counterpart staff and working with them on the day to day activities of respective ministry / agency. The performance appraisal department of the GDPDM closely monitored the work of these CDOs.

Further, the GDPDM provided services of 6 national Capacity Development Officers (CDOs) at sub-national level in provinces of Herat (1), Balkh (2), Nangarhar (1) and Kabul (2). These CDOs worked with provincial departments of assigned ministry through the regional offices of IARCSC and under the overall supervision and control of the Provincial Affairs Directorate (PAD) of the Civil Service Management Directorate (CSMD) of IARCSC. The CDOs were involved in the needs assessment exercise conducted by the PAD and implementation of CD activities under the overall framework of sub-national PAR.

The LGA unit conducted a monitoring visit to MoTCA to ascertain the effectiveness of NIBP work in the ministry. The Assistance Country Director met the Minister, the Deputy Minister, the Chief of Staff and two Director Generals and held discussions. The impressions of the Ministry about the work of NIBP in MoTCA were highly positive. Similar monitoring visits to other ministries / agencies shall be planned during the year.

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

A differentiating feature of NIBP is that the CD initiatives of the CDAs in the ministries will be supplemented by advisory services under twinning arrangements with ministries and agencies of regional governments which are culturally appropriate for such twinning arrangements. The twinning arrangement will be implemented via MOUs between a ministry

of government of Afghanistan and the counterpart ministry in the regional government. Support shall be provided in the area of policy and strategy formulation along with improvement of systems and procedures. This will be complemented by exposure visits of Afghan civil servants to the respective ministries in the regional government.

NIBP's modality of 'twinning arrangements' as a capacity development tool essentially aims to develop partnerships between Afghan government ministries / agencies with corresponding ministries / agencies of a regional government for transfer of expertise through advisory services of long term CDAs, short term specialized advisory services in organization specific technical areas, on the job attachments, exposure visits and trainings. Comprehensive capacity development support can thus be provided to a government organization in Afghanistan by hand holding with the counterpart organization of a regional government, which is more developed yet operates in similar context and enjoys regional proximity. The twinning arrangements are facilitated by means of 'Twinning MoUs' to be signed by counterpart ministries/agencies in the two countries.

During the reporting period, the 'Twinning' MoU was signed between Ministry of Agriculture, Irrigation & Livestock (MAIL), Government of Afghanistan (GoA) and the two corresponding ministries from Government of India (GoI) namely Ministry of Chemicals and Fertilizers (MoCF) and Ministry of Agriculture (MoA) on 11th February 2011 and 14th February 2011 respectively in New Delhi, India. MAIL, GoA was represented by H.E. Ghani Ghuriani, Deputy Minister (Dy.M), Technical Affairs, MAIL. Mr. Sutanu Behuria, Secretary MOCF and Mr. Prabeer Kumar Basu, Secretary MoA signed on behalf of GoI for the respective ministries.



'Twinning' MoU signing ceremony in MoCF. Signing by H.E. Dy. Minister MAIL & Secretary MoCF. 11/02/2011



Secretary, DoA and H.E. Dy. Minister MAIL exchanging the signed 'Twinning' MoU. 14/02/2011

In addition to the signing ceremonies in February, few exposure visits to subordinate/associated organizations were also organized for the Afghan delegation such as the Soil testing laboratory and Farmer Facilitation Centre, operated by a public sector unit working under MoCF and the Indian Agriculture Research Institute, which is a premier research and education institute affiliated to MoA. These specialist institutes offer expertise in multiple areas of support. IARI offers long term education courses on many subjects in the field of agriculture. Long term specialist courses are vital to capacity development in Afghanistan today. IARI also offers technical expertise in development of newer and more productive crop varieties in Afghanistan. During the visit to the vegetable unit and the crop varieties museum in IARI, H.E. Dy.M remarked on several occasions on the similarity in food habits and therefore the crop requirements in Afghanistan and India. Similarly the farmer

facilitation center can develop capacities of MAIL staff in simple and easy to implement mechanisms for providing wholesome support to farmers in Afghanistan. These are the examples of just two organizations. The ministries in government of India work with many such specialist organizations that have already cracked the code in the areas where the counterpart Afghanistan ministry is just taking off.

In order to operationalize the twinning MOU, a work plan was prepared for undertaking Capacity Development (CD) activities under the MOU. In a meeting in MAIL on Saturday March 19, 2011, the signed copy of the Twinning MOU and the draft work plan for both agriculture and fertilizer sector was presented to H. E. Mohammad Asif Rahimi, Minister, MAIL. H. E. the Minister and senior management of MAIL including (1) H. E. Ghani Guriani, Deputy Minister (Technical), MAIL; (2) Mr Farid Ahmad Mateen, DG (Planning and Policy), MAIL and (3) Ahmad Javid Karimi, Chief of Staff, MAIL were sanitized on the scope of the MOU the priorities of MOU included for support under the work plan.

Under the twinning arrangement with Korea International Cooperation Agency (KOICA), called the 'Joint Technical Cooperation Programme' for capacity development of Afghan civil servants, 7 training programmes of two weeks each are planned to be conducted during 2011. The courses planned for 2011 are:

1. Gender Equality Policy Development for Afghanistan
2. Statistical Training for Afghanistan
3. Labour Relations and Coordination for Afghanistan
4. Education Policy Planning and Implementation for Afghanistan
5. Local Administration for Afghanistan
6. Economic Development Strategy for Afghanistan
7. Horticultural Crop Production for Afghanistan

Korea is a successful example of a nation that has brought about development while simultaneously dealing with a crisis situation. The similarities of situations make the learning more useful and relevant for the Afghan civil servants.

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

NIBP Gender Mainstreaming Strategy (GMS) focuses on three components namely, (A) Capacity Development, (B) Organizational Gender Sensitivity and Policy Development, and (C) Gender Sensitization Programmes. The identification of the key components of the NIBP Gender Mainstreaming Strategy provides a road map for the project to be proactively gender sensitive to track changes in women's empowerment and gender equality in the ministries / agencies of GIRA, where the project would be operational. NIBP pursues to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities.

An example of gender considerations being paramount in NIBP interventions was the ICT4Youth programme in Deputy Ministry of Youth Affairs (DMoYA). The purpose of the programme is to introduce the basics of ICT to poor Afghan youth aged 15 years and above. This initiative is part of the capacity development plan prepared and being implemented by NIBP in DMoYA. The training is provided free of any charge. Currently training sessions are on for 7 batches with a total of 400 students, with one session of one hour conducted every

day in the deputy ministry premises in after school hours. Nearly 40 percent of the students are girls.

Each student is trained for six months for one hour every day in windows, internet and MS office (word, excel, power point and basic access). Training material in dual languages (English & Dari) is also provided. The students are trained by a qualified teacher. Apart from the technical training, students are also supported in activities such as preparation of their resumes, searching vacancies which match their qualification, sending online applications and preparing for interviews. The timing of the classes is such that the school going children can attend the training sessions without missing their regular school classes. Each trained student is given a certificate after successful completion of course by the DMoYA. ICT4Youth is a simple but progressive initiative started by NIBP.

#### **What makes ICT4Youth gender sensitive .....**

- Free of cost courses with preference to poor youth
- Safe and comfortable environment for female students, thus huge female participation
- Session timings suit school going children
- Flexibility in approach permitting female students to bring dependents to class
- In alignment with the low cost high impact principle of operation of NIBP
- Multiplier effect enables students to transfer skills to others at workplace



*I work with ministry of interior. Due to this training course, my skills have enhanced and I now train a group of employees in the ministry, thus contributing towards developing capacities in the ministry.*

Samira, an English class trainee

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

This activity of NIBP aims to provide support to the Inter-ministerial Commission for Capacity Development (ICCD) in the MoEc with an overall objective of strengthening institutional mechanisms within government of Afghanistan for capacity development. Pending full donor funding support for ICCD secretariat, in consultation with representatives of the ministry, the terms of reference were developed for advisory support to ICCD and placed two national Capacity Development Officers with MoEc. The limited support however enabled the MoEc to revitalize the ICCD secretariat functions.



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

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

Under this output, NIBP has a provision of providing services of CDAs to select ministries in alignment with the Civilian Technical Assistance Programme (CTAP) of the MOF. This output creates a window for donors to provide off-budget support to CTAP. An agreement has been signed with the Canadian International Development Agency (CIDA) for a CIDA contribution of CDN\$ 516,000 towards implementation of this output. The preference of CIDA to provide capacity development support to Ministry of Education (MoEd), Ministry of Public Health (MoPH) and Ministry of Finance (MoF) were pursued and action was taken for recruitment of CDAs for these ministries.

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

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

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

- In accordance with the resolutions of Kabul conference, the Ministry of Finance is developing National Priority Programs (NPP) to be proposed to donors for funding. The NPP 3 for effective and effective governance is to be implemented by IARCSC. Advisory support was provided to GDPDM, IARCSC in reviewing the NPP 3 document.
- A strategic note was prepared for IARCSC for its future program areas in alignment with the National Priority Programs (NPP) 3 for effective and efficient governance.
- The GDPDM was supported in preparation of a budget for allocation the IARCSC is seeking from Ministry of Finance (MoF) for implementation of the National Priority Programs (NPP) 3 for effective and efficient governance.
- The GDPDM desires to monitor and manage all Technical Assistance (TA) of IARCSC. A concept note was prepared for establishment of a TA Management Unit (TAMU) under GDPDM.
- NIBP supported the GDPDM in holding a donor conference for IARCSC on Monday February 7, 2011. As part of advisory support for GDPDM, a concept note was provided to GDPDM. Further, contributions were provided for the presentation. In the donor conference, the IARCSC presented its achievements till date and challenges to the task ahead for implementing the National Priority Program for effective and efficient governance. Representatives from more than 35 donor countries and international agencies participated in the high-level event on one of the national

priorities of Afghanistan's development: "Building a Strong Democratic Governance". The conference provided an impetus for defining a shared vision for sustainable development in Afghanistan, furthering mutual agreement on working together towards this common goal.



IARCSC Donor Meeting : February 7, 2011

The project also supported other departments of IARCSC. The project has placed services of two national CDOs in Civil Service Management Department (CSMD) of IARCSC and one national CDO in media section of IARCSC.

**Indicator 3.2: A National Training Policy developed.**

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

**Indicator 3.2: Operational capacity of RTCs and PTCs supported.**

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

The UNDP Afghanistan has been implementing CD programmes with the IARCSC including internship programmes at the provincial levels. As part of training activities under the project, the implementation of internship programme under AusAID funding in Uruzgan continued during the reporting period. Kabul Engineering Technical NGO (KETN) is implementing the one year programme in Trinkot, Uruzgan since April 2010. The purpose of the training is to increase the skills set of the interns, so that they are able to apply to the cadre of trained civil servants who can assist public administration reform at the sub national



level and their knowledge will contribute to quality service delivery. During the reporting period, the programme continued as per planned schedule for the 50 interns. Half days practical training is being held in the morning within different government departments in Trinkut, and classroom training is held in the afternoon. Standard manuals prescribed by IARCSC are being used for the training.



Glimpses of internship programme in Uruzgan province



*"The knowledge you have obtained in this course is a real and stable investment of the government and after graduation each of you can strengthen the investment of the government."*

- Mr. Haji Rahim  
The governor of Uruzgan

*"The reason that I have joined this internship programme was the problem that I had been facing when getting a job (they were asking me questions in English and I couldn't understand, as well they wanted me to write them a later in computer which I couldn't. Now that I have joined the internship programme I easily can solve my mentioned problems."*

- Gulab Shah, a participant.

*"As you know better that Uruzgan is one of the far provinces, where no institutes and university exists, therefore, we are looking forward to such programs to develop our capacity and this program in reality has provided the facility of learning lots of things to us."*

- Allah Noor, a participant

### Advocacy and Communication

The project in partnership with IARCSC engages with different ministries / agencies to increase the outreach for the project. In this regard, an interaction session was organized on March 12, 2011 with partner ministries / agencies of Government of Afghanistan. The Chairman, IARCSC and President General of CSO along with several Deputy Ministers from Ministry of Transport and Civil Aviation (MoTCA), Ministry of Information and Culture (MoIC), Ministry of Labour and Social Affairs (MoLSA) and Chief of Staff of Ministry of Agriculture, Irrigation and Livestock (MAIL) attended the interaction session with senior management of UNDP Afghanistan. The session provided an opportunity to ascertain feedback from the partner ministries / agencies of Government of Afghanistan about NIBP work and required adjustments to be made. Also, the session was utilized to familiarize the senior management of partner ministries / agencies with NIBP's approach towards capacity development and also to create a network of the government counterparts with whom NIBP works.



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NIBP team with senior management of UNDP and partner ministries / agencies : March 12, 2011

During the reporting period, NIBP initiated documenting and sharing the successes of the project with the government partners and with other stakeholders like donors and other development agencies so as to ensure greater support for the project. The attempt in any success story is to provide a brief account of the problem or the challenge or the issue and the solution or the approach of the project to address the same. A clear 'before and after' analysis of the problem/issue is attempted so that one understands as to how the project's intervention made a real difference.

A success story on training activities supported by NIBP in Deputy Ministry of Youth Affairs (DMoYA) – "ICT for Youth" - was prepared. A one pager was provided to UNDP communications unit for further dissemination through the UNAMA website. A separate two pager of the story was prepared for the purpose of compilation of NIBP stories at a future

stage. The story published on UNAMA website was picked up by UN News and was further disseminated. It was also reported in a Malaysian newspaper.



*"I work in the ministry of Transport and Civil Aviation. Before doing this course I used to face many problems at work due to my low capacities in use of IT in day to day working. IT courses in the market were beyond my financial reach. Doing this course however has enhanced my efficiency in office, something which is appreciated by my supervisors."*

- Aminullah, an ICT class trainee

Another story was prepared on the successful and effective use of the south-south cooperation modality along with the tool of twinning arrangements, as used by NIBP. The story was shared for further dissemination with the capacity development group and the south-south cooperation group at UNDP's Asia Pacific Regional Center Bangkok. It was also shared with the Task Team for South-South Cooperation (TT-SSC) created under the Accra Agenda for Action for aid effectiveness. The TT-SSC also operates an online platform for experience sharing on the subject of SSC.

Earlier the project prepared presentation materials for achievements of 2010 and also photographic collage of key activities of NIBP such as capacity assessment sessions, debriefing sessions, twinning meetings etc and disseminated the information during the UNDP annual retreat on January 19-20, 2011.

#### Capacity Development Cluster

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

During the reporting period, an orientation session was conducted for Afghanistan Peace and Reintegration Project (APRP) capacity development advisor and the government counterpart for facilitating development of a CD plan for APRP. Two one-on-one sessions were also organized separately. Capacity Development Plan, prepared by the APRP was reviewed and comments were provided.



The development of a concept paper for establishment of a CD task force under National State Governance Project (NSGP) for support to the office of Chief of Staff in President's office was supported. Also, a rapid capacity assessment tool for use by Making Budget and Aid Work (MBAW) project was prepared. The tool can be used by any other project in need of carrying out a preliminary rapid assessment of a counterpart department/organization.

### III. Implementation Arrangements

The Project is implemented through the Direct Implementation Modality (DIM) of UNDP. The IARCSC is the Government Cooperating Agency for the Project. The IARCSC is the governmental unit directly responsible for the government's participation in the Project. A Letter of Agreement (LoA) between the IARCSC and UNDP as per UNDP programming guidelines places the IARCSC in lead role in managing the project with an aim to take the ownership, and be accountable for the implementation of the project. The GDPDM of the IARCSC is the Implementing Agency for the Project on behalf of IARCSC. The IARCSC has designated the Director General of the GDPDM as its representative for the Project, who performs the role and functions of Senior Beneficiary in the Project Board. The GDPDM is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of Project resources.

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

### IV. Challenges/Risks/Issues

#### Challenges

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

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

##### Resource mobilization

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

#### Risks

##### Security of internationals

The security situation in Afghanistan continues to be a concern for personal safety of the international staff. NIBP CDAs are particularly vulnerable to incidents related to security violation as they operate from the premises of the government ministries, many of which often become sites of incidents like explosions. The project strives to put in place measures



to follow UNDP security guidelines and to be MOSS (Minimum Operations Security Standards) compliant in all its operations.

#### Frequent changes in senior management in partner ministry/agency

Frequent change of the top leadership in a ministry is a known phenomenon in ministries / agencies in GIRA. Along with change in very senior functionaries, there is often a change of key functional level senior officials as well. This results in disruption of day to day activities of the ministry. This directly affects the continuity of operations of the project and in such times of transition, lot of existing work goes waste. This is also a de-motivational factor for the government counterparts as a frequent change at the top brings changes in their work areas. This is a perennial risk. The project addresses this by focusing its activities on overall organizational and systemic change management to reduce risks arising out of change of individuals and also by working with various hierarchical levels within the ministry to increase the spread and to diversify the risk.

### **Issues**

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

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

#### Integrating NIBP office with government partner

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

## **V. Lessons Learnt**

An important lesson of project implementation so far has been related to the requirement of its positioning as a CD project as against other projects which depend on Technical Assistance under the garb of CD. The distinguishing features of NIBP in terms of its design and approach needs to be highlighted and disseminated.

The strength of NIBP is its model of large outreach wherein it operates through teams of advisors placed in different ministries/agencies. However this model is a source of many operational challenges / difficulties faced by the project in its implementation. Instability in senior management of the ministries poses a direct challenge to the project as change of management hampers the CD work done by the project team. As a result, the common approach of the project in different partner ministries / agencies meets with varying degree of success. The expectations of capacity development therefore need to be realistic.

While the source of international advisors should be diversified and other possibilities should be explored, the quality of advisors in terms of their qualification and experience to deliver required services should be of paramount importance. To this end, the model followed in CAP project turned out to be a sterling example of south-south cooperation. The model of

regional cooperation has been continued under NIBP and needs to be vigorously followed. In order to reduce the response time for providing services of an advisor against a request, the project should attempt to develop a roster and database of potential candidates so that the selection and deployment of the advisor is completed in a reasonable time.

While the NIBP services at the central level should continue in its current form, which has proved to be highly successful in terms of demonstrated high satisfaction level with project services, a model of implementation needs to be developed for sub-national level. The project should consolidate and accord priority for providing the services to the provincial level in collaboration with other UNDP projects and programmes.

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

## **VI. Future Plan**

"Institution Building" at central level through "advising" and "coaching and mentoring" is a niche area of NIBP and shall continue to be the priority in 2011. However, for good reasons, the priority is shifting to capacity development at sub-national level. NIBP has received specific donor support to undertake CD activities at sub-national level. Year 2011 will therefore see an expansion of NIBP to sub-national level to select provinces.

The activities of 2011 will include continued services in ministries / agencies with renewed focus on policy advice along with coaching. The advocacy and outreach activities shall be ensued for continued demand assessment for project services and resource mobilisation. Most importantly, the recruitment and mobilization of CDAs shall be completed early and twinning arrangements shall be pursued to strengthen the CD initiatives of the project. The source of CDAs shall be diversified by extending the south-south cooperation modality to other regional countries. Undertaking capacity assessment and preparing capacity development plans for partner ministries / agencies shall be the first task of the CDA on his placement. A coordinated implementation of the CD plans shall result in promotion of "One UNDP" approach to CD in Afghanistan. Synergies with other UNDP projects through CD Cluster will see an enhancement in the outreach of NIBP approach to CD in Afghanistan.

The project has therefore provided good opportunity to the partners for supporting ministries / beneficiaries / government entities in accordance with their priorities. Such facility has created an enabling environment for a coordinated support by a donor to the government within the programmes / projects supported by the donor. Such earmarked support to NIBP is increasingly positioning it as a "Capacity Development Facility" in Afghanistan, which can be used by donor partners to undertake capacity development in their priority areas. This calls for a revision of the scope of the project in 2011 and updating the project document for the changes in its scope.

## VII. Financial Information

**Table 1: Total Income and Expenditure**

Donor				Expenditures			Balance	Remarks
	Total Commitment (approx US\$) (a)	Total Received (approx US\$) (b)	Total Receivable (approx US\$) (c)=(a-b)	Total Cumulative Expenditures as of Dec 2010 (US\$) (d)	Current Year 2011 (US\$) Cumulative as of Q1 ( e )	Total Expenditures (US\$) (f)=(d+e)	Total Received minus Total Expenditures (US\$) (g)=(b-f)	
Australia	225,630	225,630		120,712	103,812	224,524	1,106	
CIDA	490,028	490,028		36,380	7,918	44,298	445,730	
Japan	2,000,000	2,000,000			309,648	309,648	1,690,352	
India	4,320,000	1,080,000	3,240,000		562,556	562,556	517,444	
Italy	1,233,046	1,233,046		37,655	52,508	90,163	1,142,883	
SDC	1,807,709	935,546	872,163		182,464	182,464	753,082	
UNDP	2,100,000	2,100,000		2,054,362	43,202	2,097,564	2,436	
<b>Total</b>	<b>12,176,413</b>	<b>8,064,250</b>	<b>4,112,163</b>	<b>2,249,109</b>	<b>1,262,108</b>	<b>3,511,217</b>	<b>4,553,033</b>	

Note :

i) Expenditure reported for 1 Q 2011 is provisional

ii) Income received in currency other than USD is approximated to USD based on UN exchange rate.



**Table 2: Expenditure by Outputs (Quarter 1 of 2011)**

Project Output		Budget AWP 2011 (US\$)	Cumulative Expenditure as of Q1 2011 (US\$)	Delivery Rate (%)	Remarks
Output_1	Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives	2,767,241	563,125		
	GMS	208,287	36,219		
Subtotal		2,975,528	599,344	20.14%	
Output_2	Institutional and Organizational capacity development of select government entities through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)	464,100	7,400		
	GMS	34,932	518		
Subtotal		499,032	7,918		
Output_3	PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	1,589,621	362,477		
	GMS	119,648	25,373		
Subtotal		1,709,269	387,850	22.69%	
Output_4	Project Management Support	563,480	249,365		
	GMS	42,413	17,631		
Subtotal		605,893	266,996	44.07%	
Total		5,789,722	1,262,108	21.80%	

**Table 3: Expenditure by Donors (Quarter 1 of 2011)**

Donor	Project Output	Budget AWP 2011 (US\$)	Cumulative Expenditure as of Q1 2011 (US\$)	Delivery Rate (%)	Remarks
Australia	Output_1				
	Output_2				
	Output_3	97,021	97,021		
	Output_4				
	GMS	7,303	6,791		
Subtotal		104,324	103,812	99.51%	
CIDA	Output_1				
	Output_2	464,100	7,400		
	Output_3				
	Output_4				
	GMS	34,932	518		
Subtotal		499,032	7,918	1.59%	
Japan	Output_1	403,500			
	Output_2				
	Output_3	1,100,900	249,733		
	Output_4	355,600	39,658		
	GMS	140,000	20,257		
Subtotal		2,000,000	309,648	15.48%	
India	Output_1	1,004,400	425,937		
	Output_2				
	Output_3				
	Output_4		99,816		
	GMS	75,600	36,803		
Subtotal		1,080,000	562,556	52.09%	
Italy	Output_1	812,341	18,816		
	Output_2				
	Output_3	156,100			
	Output_4	120,000	30,257		
	GMS	81,925	3,435		
Subtotal		1,170,366	52,508	4.49%	
SDC	Output_1	547,000	72,660		
	Output_2				
	Output_3	235,600	15,724		
	Output_4	87,880	82,143		
	GMS	65,520	11,937		
Subtotal		936,000	182,464	19.49%	
UNDP	Output_1		45,712		
	Output_2				
	Output_3				
	Output_4		-2,510		
	GMS				
Subtotal			43,202		
Total		5,789,722	1,262,108	21.80%	

## ANNEXES

### Annex 1 - Reporting on Results and Impact

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

**Gender Ratings:**

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

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

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

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

## Annex 2 - Policy and Knowledge Products

Name of Project: National Institution Building Project (NIBP)

Reporting Period: January to March 2011

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	*Total Budget or Cost in USD
1	Transport Policy document for MoTCA	NIBP CDA and Advisor from US Embassy	Senior officers including Deputy Minister and Minister of MoTCA, US Embassy, ISAF, Indian Embassy, and Millie Bus Unit	Jan 2011	---
2	Capacity development Plan for MoTCA	NIBP CDA	Senior officers including Deputy Minister and Minister of MoTCA, Transport attaché of US Embassy, and other international experts working with MoTCA	March 2011	---
3	Report as per MoF format containing priority projects of MoTCA for infrastructure cluster of ANDS	NIBP CDA and FAA advisor	Senior officers of the Ministry, ISAF and FAA (Federal Aviation Authority)	Jan 2011	---
4	Concept note on the structure and function of the proposed CAA in the context of different models of the SAARC countries	NIBP CDA	Senior officers of the Ministry, ISAF, RIMU and other advisors of the Ministry and FAA (Federal Aviation Authority)	Jan 2011	---
5	Capacity Development Plan (CDP) for Deputy Ministry of Youth Affairs (DMoYA)	NIBP CDA	DMoYA, UNICEF, UNFPA, ISAF, NGOs, Private partners	March 2011	---
6	Success Story "ICT4Youth: Integrating ICT learning into youth development initiatives"	NIBP CDAs	DMoYA, Students	March 2011	---
7	MoU of DMoYA with four private universities (a) Peshgam, (b) Hewat, (c) Mariam and (d) Rokhtiya for providing professional courses to 4000 youths free of cost	NIBP CDA	DMoYA	February 2011	---
8	Organogram of CSO and Human Resource Charts for all 10 Departments of CSO	NIBP CDA	President General and all Heads of Departments of CSO	March 2011	---
9	Revised Sampling Design for National Risk and	NIBP CDA	CSO, MRRD, EU, World Bank, DFID, UNFPA,	March 2011	---

<b>SN.</b>	<b>Policy/Knowledge Products</b>	<b>Authors</b>	<b>Stakeholders Consultations</b>	<b>Date of Completion</b>	<b>*Total Budget or Cost in USD</b>
	Vulnerability Assessment (NRVA) Survey 2011 to ensure improved and comparable indicators for ANDS and MDGs		UNAMA, ICON Institute-Germany		
10	Review note for ILO draft project on Labor Administration	NIBP CDA	MoLSA	March 2011	---
11	Document outlining areas of collaboration between MAIL and Ministry of Agriculture, Govt. of India	NIBP CDA	MAIL, NIBP	February, 2011	---
12	Assessment of the Office of Chief of Staff, MAIL to align structure with function and improve efficiency and delivery	NIBP CDA, MAIL Working Group	H.E. Minister, Chief of Staff, VEGA, The Asia Foundation	March, 2011	---
13	Assessment of Executive Support Structure for the Offices of 3 Deputy Ministers – viz. DM (Technical), DM (Admin & Finance), DM (Irrigation)	NIBP CDA, MAIL Working Group	Deputy Ministers, Chief of Staff, VEGA, The Asia Foundation	March, 2011	---
14	Draft Model Code of Conduct for Afghanistan Journalists	NIBP CDA	MoIC, Media High Council	March 2011	---
15	Draft Proposal for creating a self-regulating body to implement the Model Code of Conduct for Journalists or strengthening the existing complaints commission	NIBP CDA	Media High Council, Deputy Ministry of Information & Media	March 2011	---
16	Proposal to restructure the news gathering system of the four state owned newspapers by creating a general news room and pooling of resources along with the state owned Bakhtar News Agency	NIBP CDA	MoIC, Deputy Ministry of Information and Media	March 2011	---

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

**Annex 3 - Training and Capacity Development Outputs**

Name of Project: National Institution Building Project (NIBP)

Reporting Period: January to March 2011

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	Training Programme for Maintenance Engineers	14th Feb to 28 Feb 2011, TATA Motors Ltd, Technical Training Centre, Lucknow, India	Millie Bus Unit, MoTCA	15	The training helped the Millie Bus unit to develop capacity of the maintenance engineers of the enterprise	Facilitated by NIBP CDA, Funded by TATA Motors, India
2	Training of Trainers programme	14th March to 28th March, 2011, TATA Motors Ltd Technical Training Centre, Pune, India	Millie Bus Unit, MoTCA	10	The training helped the Millie Bus unit to develop capacity of the newly created training of trainers department of the enterprise	Facilitated by NIBP CDA, Funded by TATA Motors, India
3	Drivers Training Programme	14th March to 20th March, 2011, TATA Motors Ltd Technical Training Centre, Jamshedpur, India	Millie Bus Unit, MoTCA	10	The training helped the Millie Bus unit to sensitize its drivers about safe driving and proper methods of preventive maintenance and upkeep of the buses of the enterprise	Facilitated by NIBP CDA, Funded by TATA Motors, India
4	½ day training workshop on UNDP capacity assessment framework	8th Feb, 2011, MoTCA	MoTCA	15	The workshop helped in sensitizing the senior management of MoTCA about importance of capacity development and how to use UNDP capacity assessment framework for conducting capacity assessment of the Ministry	Conducted by NIBP CDAs
5	½ day validation workshop on the Capacity	14th March, 2011, MoTCA	MoTCA	20	The validation workshop helped in developing consensus of the major	Conducted by NIBP CDA



SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Development Plan of MoTCA				stakeholders of the draft CDP of the Ministry	
6	Two day training on developing, implementing and monitoring work plan	February 2011, Kabul	DMoYA	12	Enhanced capacity in developing and implementing the work plan	Facilitated by NIBP CDA
7	One day training on trade promotion between Afghanistan and other South Asian Countries	March 2011, Kabul	Youth Centres	19	Enhanced capacity of youth entrepreneurs in trade and business	Facilitated by NIBP CDA
8	Skill Development in Selected functional area/common functions	On the job training from January to March 2011	DMoYA	11	Improved skills and understanding of common functions of the Government	Conducted by NIBP CDA
9	Improved Contents for Website of CSO	February 2011, Kabul	CSO	8	Online dissemination of statistical information revamped	Conducted by NIBP CDA
10	Two days a week training on developing, preparing and writing reports for social work	January and February 2011, Kabul	MoLSA	9	Enhanced capacity in developing and reporting on their achievement and progress on the activities	Conducted by NIBP CDO
11	Two days a week training for staff on fifty interview question	January and March 2011, Kabul	MoLSA	13	Enhanced capacity for readiness to pay and grading system	Conducted by NIBP CDO
12	Individually face to face coaching and training on Social protection and Afghan National development Strategies	January-March 2011, Kabul	Publication, External Relation and Welfare Condition Department, MoLSA	4	Support to local development for pay and grading system applicants	Conducted by NIBP CDO
13	Consultation workshop of PALAD on Policy Formulation with Directorates of MAIL	5th March, 2011; Kabul	Directorates of MAIL	18	Enhanced Capacity in Policy Formulation	Conducted by NIBP CDA

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
14	Skill development of staff of MAIL in Common Functions	January to March 2011 at MAIL	MAIL	15	Enhanced skill and better understanding of common processes and functions of MAIL	Conducted by NIBP CDA
Sub-total				179		
15	One day training of members of provincial youth council and youth on "Peace Building, Reconciliation and Community Development"	January-March 2011 in 14 provinces such as Mazar, Samangan, Helmand, Nimroz, Uruzgan, Zabul, Hirat, Farah, Kandhar, Sar-e-Pul, Faryab, Juzjan, Maidan Wardak and Logar	Youth Council established by DMOYA and youths	5600	Support to local development	Facilitated by NIBP CDA, funded by DMOYA with ISAF support

**Annex 4 - RISK LOG**

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

**Annex 5 - ISSUE LOG**

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