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Afghanistan

Afghanistan

National Institution Building Project (NIBP)

Third Quarter Project Progress Report – July to September, 2011



HE Mohammad Asif Rahimi, Minister of Agriculture, Irrigation and Livestock (MAIL) is speaking to the stakeholders during the presentation workshop of Capacity Development Plan of MAIL organized by NIBP

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Acronyms

AAI	Airport Authority of India
ACSI	Afghanistan Civil Service Institute
ACSOR	Afghan Center for Socio-Economic and Opinion Research
ACTED	Agency for Technical Cooperation and Development
ADB	Asian Development Bank
AFGA	Afghan Family Guidance Association
AIHRC	Afghanistan Independent Human Rights Commission
ANDMA	Afghanistan National Disaster Management Authority
ANDS	Afghanistan National Development Strategy
ASGP	Afghanistan Sub-national Governance Programme
ATC	Air Traffic Control
AWP	Annual Work Plan
BCAS	Bureau of Civil Aviation Security of India
BNA	Bakhtar News Agency
CA	Capacity Assessment
CAP	Capacity for Afghan Public service
CATI	Civil Aviation Training Institute
CBCMP	Capacity Building and Change Management Programme
CD	Capacity Development
CDA	Capacity Development Advisor
CCDA	Chief Capacity Development Advisor
CDG	Capacity Development Group
CDO	Capacity Development Officer
CDP	Capacity Development Plan
CDTF	Capacity Development Task Force
CDU	Capacity Development Unit
CIDA	Canadian International Development Agency
CNN	Cable News Network
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPR	Crisis Prevention and Recovery
CSMD	Civil Service Management Department
CSO	Central Statistical Office
CTAP	Civilian Technical Assistance Plan
DAB	Da Afghanistan Bank
DAIL	Department of Agriculture, Irrigation and Livestock
DG	Director General
DGCA	Director General of Civil Aviation
DGO	District Governor's Office
DIM	Direct Implementation Modality
DMoYA	Deputy Ministry of Youth Affairs
ECO	Economic Cooperation Organization
EDC	Education Development Committee
ESC	Employment Service Center
EU	European Union

GCC	Government Coordination Committee
GDPDM	General Directorate of Programs' Design and Management
GIORA	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
ILO	International Labour Organization
IMF	International Monetary Fund
ISAF	International Security for Afghanistan
ISI	Indian Statistical Institute
JCMB	Joint Coordination and Monitoring Board
JICA	Japan International Cooperation Agency
KETN	Kabul Engineering Technical NGO
KIA	Kabul International Airport
KIGEPE	Korean Institute for Gender Equality Promotion and Education
KOICA	Korea International Cooperation Agency
KOILAF	Korea International Labor Foundation
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
MDG	Millennium Development Goal
MEW	Ministry of Energy and Water
MoEc	Ministry of Economy
MoE	Ministry of Education
MoF	Ministry of Finance
MoHE	Ministry of Higher Education
MoIC	Ministry of Information and Culture
MoLSAMD	Ministry of Labour, Social Affairs, Martyred and Disabled
MoM	Ministry of Mines
MoPH	Ministry of Public Health
MoPW	Ministry of Public Works
MoSPI	Ministry of Statistics and Programme Implementation of GOI
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
NADF	National Agricultural Development Framework
NASA	National Academy of Statistical Administration of India
NATO	North Atlantic Treaty Organization
NDMP	National Disaster Management Programme
NSEP	National Education Strategy Plan
NGO	Non-Governmental Organization
NHRC	National Human Rights Commission of India

NIBP	National Institution Building Project
NPP	National Priority Programme
NRC	Norwegian Refugee Council
NRVA	National Risk and Vulnerability Assessment
NSGP	National State Governance Project
NSSO	National Sample Survey Office of India
OAA	Office of Administrative Affairs
OECD	Organization for Economic Cooperation and Development
OPAF	Open Policy Advisory Fund
OSI	Open Society Institute
PAD	Provincial Affairs Directorate
PAD	Policy Analysis and Development
PAR	Public Administration Reform
PCMU	Provincial Coordination and Management Unit
PGO	Provincial Governor's Office
PIB	Press Information Bureau of India
PPU	Procurement Policy Unit
PTC	Provincial Training Centers
RIMU	Reform Implementation and Management Unit
RTA	Radio Television Afghanistan
RTC	Regional Training Centers
SAARC	South Asian Association for Regional Cooperation
SAIEVAC	Services under South Asian Initiative for Ending Violence against Children
SDC	Swiss Development Corporation
SOP	Standard Operating Procedure
SRF	Statistics Results Facility
STI	Statistical Training Institute of Korea
TAT	Technical Advisors Team
TERI	The Energy Research Institute
TOR	Terms of Reference
ToT	Training of Trainers
TWG	Technical Working Group
UN	United Nations
UNAMA	United Nations Mission for Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
USDA	United States Department of Agriculture
VTC	Vocational Training Centers
WFP	World Food Programme
WTO	World Trade Organization
YICC	Youth Information and Contact Center

Executive Summary

Implemented jointly by UNDP and the Independent Administrative Reform and Civil Service Commission (IARCSC), the National Institution Building Project (NIBP) focuses on building organizational capacity of government institutions both at the national and sub-national levels, besides supporting the General Directorate of Programmes' Design and Management (GDPDM) to efficiently manage their programmes and projects.

The highlights of Q3 achievements are summarized below:

- Advisory services on policy/strategy and capacity development were provided to eight ministries/agencies namely 1) Ministry of Transport and Civil Aviation (MoTCA); 2) Deputy Ministry of Youth Affairs (DMoYA); 3) Central Statistical Organization (CSO); 4) Ministry of Agriculture, Irrigation and Livestock (MAIL); 5) Ministry of Labour, Social Affairs, Martyred and Disabled (MoLSAMD) and 6) Ministry of Information and Culture (MoIC); 7) Ministry of Education (MoE) and 8) Independent Directorate of Local Governance (IDLG) at the national level.
- During the reporting period, the services of International CDAs are placed with the Ministry of Education (MoE) in Kabul and in the northern region at Mazar-e-Sharif to support the sub-national governance.
- The project has been strengthened by recruiting a Chief Capacity Development Advisor (CCDA), who apart from leading the project will look into resource mobilization and the diversification of cooperation portfolio.
- Capacity Development Plans (CDPs) of MAIL, MoIC-Information, and MoLSAMD were presented to the stakeholders at workshops specially organized for this purpose. These workshops helped to create a shared vision and a sense of belongingness among the stakeholders and they agreed to support the CDPs to build the institutional capacity of the respective Ministries.
- Preparation of a policy document and strategic plan for improving strengthening aviation security capacity of MoTCA.
- Preparation of a comprehensive work plan for implementation of twinning MoU signed between MoTCA, Afghanistan and Ministry of Civil Aviation, India under NIBP's South-South Cooperation.
- Preparation of a comprehensive work plan for implementation of twinning MoU signed between CSO, Afghanistan and Ministry of Statistics and Programme Implementation (MoSPI), India under NIBP's South-South Cooperation.
- Preparation of a Capacity Development Package for the Executive Support Offices of MAIL to augment functional capacities of the personnel of Chief of Staff Office.
- Preparation of a concept note on integration of Vocational Training Centers (VTCs) and Employment Service Centers (ESCs) of MoLSAMD.
- NIBP supported DMoYA in organizing the capacity development training of 12 staff of the Deputy Ministry at the Rajiv Gandhi National Institute of Youth Development (RGNIYD) from 15-28 September 2011.
- A ToT program was organized from 19-24 September 2011 at New Delhi, India for 16 trainers of IDLG.
- NIBP assisted in preparing a Draft Broadcasting Policy and information dissemination strategy of Afghanistan.
- NIBP facilitated an exposure visit of a high level delegation led by the Deputy Minister of Ministry of Information and Culture Mr. Mabarez Rashedi to the Ministry of Information and Broadcasting, Government of India, New Delhi.
- NIBP organized an exposure visit for an IDLG delegation led by Deputy Minister (Policy), IDLG to

India from 15-23 September 2011.

- NIBP deputed 18 Afghan civil servants to Korea for a two week training programme on “Local Administration for Afghanistan” to enhance the administrative competence of Afghan participants in local administration.

I. Context

Capacity existing at the enabling environment, organizational and individual levels jointly determines the national capacity to set and achieve national objectives, particularly with reference to the Millennium Development Goals (MDGs). Capacity development, therefore, plays a key role in facilitating and enabling the Government to achieve sustainable development. The role of capacity development in aiding efficient and effective governance and delivery of services becomes even more important in the context of Afghanistan, whose existing institutions and systems have suffered immense damage during the civil war and protracted conflict period.

The NIBP intends to assist the Government of Afghanistan in building robust and responsive government institutions that are able to deliver services to general public in an efficient, effective and accountable manner. The UNDP, in collaboration with the IARCSC of the Government of Islamic Republic of Afghanistan (GIORA) is



implementing NIBP to help government institutions in Afghanistan to bridge capacity gaps through comprehensive advisory services and twinning arrangements with counterpart institutions in other countries, especially within the region. The NIBP also supports sustainable capacity development in Afghan Civil Services. 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”.

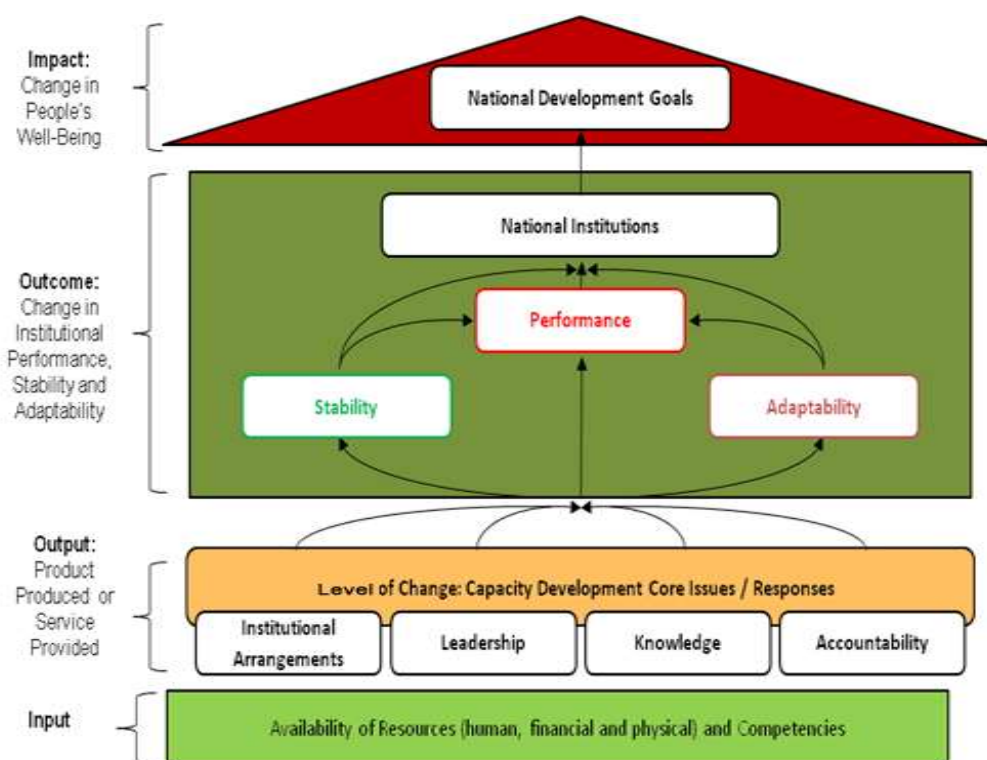
The General Directorate of Projects Design and Implementation (GDPDM) of the IARCSC is the Implementing Agency for the Project. The GDPDM is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for effective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

The Kabul Conference held on 20 July 2010 marked the beginning of a new phase in the partnership between Government of Islamic Republic of Afghanistan (GIORA) and the international community, popularly known as the *Kabul Process*. The hallmark of the Kabul process is Afghan leadership and ownership. As a result, the international community has realigned its assistance to support Afghan-led and Afghan-defined National Priority

Programmes – Afghan priorities for Afghan people, which focus on areas such as governance, development, peace and security.

The NIPB is in complete alignment with the Kabul process and is supporting the National Priority Programme 3 for “*efficient and effective government*”. It deploys experienced civil servants, mainly from the region, to select ministries for providing coaching and advisory services, including development of a capacity development plan for each of those ministries for efficient and effective planning and delivery of services. In addition, the project also supports twinning arrangements between government ministries/ institutions in Afghanistan and their counterparts in partner countries under sector-specific bilateral cooperation programmes. The NIBP follows the UNDP framework for defining and measuring capacity development. It acts through the four core levels of change – institutional arrangements, leadership, knowledge and accountability.

The figure below captures the UNDP capacity development process in the form of a results chain, starting from inputs through to outputs, outcomes and impact.



II. Results and Impact:

The NIBP was launched on January 1, 2010 and the activities of the first year of the project were devoted largely towards planning and mobilization of resources and manpower. The project outcomes and impact became increasingly visible from the first and second quarter of 2011 and the same trend continued in the third quarter of 2011. The third quarter witnessed significant

progress towards the achievement of intended results and consolidation of NIBP approach and strategy for CD in Afghanistan. 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

During the reporting period, NIBP continued its advisory services for capacity development in 1) Ministry of Transport and Civil Aviation (MoTCA); 2) Deputy Ministry of Youth Affairs (DMoYA); 3) Central Statistical Organization (CSO); 4) Ministry of Agriculture, Irrigation and Livestock (MAIL); 5) Ministry of Labour, Social Affairs, Martyred and Disabled (MoLSAMD) and 6) Ministry of Information and Culture (MOIC). In mid-September the advisory services were extended to Ministry of Education (MoE). NIBP also extended its advisory services to Independent Directorate of Local Governance (IDLG) in this quarter taking the total number of agencies/ministries receiving support of NIBP through CDAs to eight at the national level. Taking forward its effort to develop institutional capacity of the select ministries and agencies by developing and presenting Capacity Development Plan (CDP), NIBP presented CDPs of the three ministries before the internal and external stakeholders for receiving their support.





HE Deputy Minister of Information is presenting CDP to stakeholders



On 10 July 2010, HE Deputy Minister Mabarez Rashedi presented CDP of Deputy Ministry of Information, Ministry of Information and Culture to the stakeholders during a presentation workshop organized in the Ministry. The Workshop was attended by HE Ambassador of India, Mr. Gautam Mukhopdhyay, and Director Communications of the US Embassy Mrs. Eileen O’Connor, the Spokesman of the ISAF Brigadier General Jacobson, Executive Director of BBC Education, Mr. Asef Omar, and other donors. Donors like UNESCO and Government of India expressed their willingness to support the Ministry based on the activities enlisted in the plan.

NIBP organized the Capacity Development Plan Presentation Workshop of the MAIL, on 6th July, 2011. HE Minister for MAIL presided over the function, Mr. Manoj Basnyat, Country Director UNDP and Mr. G. Mukhopdhyay, Ambassador of India were the chief guests. The stakeholders agreed to support the CDP of MAIL. At the subnational level, NIBP organized a Capacity



Development consultation workshop of Department of Agriculture, Irrigation and Livestock (DAIL) in Herat to receive the support of stakeholders. In MoLSAMD, CDP workshop was held on 16 July in the presence of a Group of senior officers of the Ministry and many others stakeholders. *The aim of these presentation workshops was to inform the internal and external stakeholders about critical 'capacity needs' of the respective ministries and seek their support in fulfilling these needs for institutional strengthening, organizational reforms and skill development in a structured and time bound manner, which were achieved successfully.*


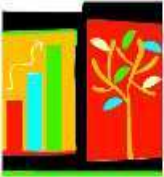

A summary of the results/outputs/activities undertaken in the partner ministries/agencies during the reporting period is presented below:


Ministries/Agencies	Results/Outputs/Activities
Ministry of Transport and Civil Aviation (MOTCA) 	<ul style="list-style-type: none"> NIBP assisted the preparation of a policy document and strategic plan for improving and strengthening aviation security capacity of the Ministry. NIBP assisted in designing a 10-week customized training programme for Afghan officers for improving and strengthening airport management and operational capacity of the regional airports. 20 Afghan officers are trained on the Airport management course conducted by the Airport Authority of India from 26th September 2011 in Delhi. NIBP in coordination with stakeholders assisted in developing detailed technical specifications for 1000 public transport buses being donated by Government of India. NIBP prepared a project proposal for JICA to provide technical and financial assistance for modernization and improvement of teaching infrastructure of the institute of Civil Aviation Training Institute (CATI) of the Ministry. NIBP assisted in the preparation of a strategic plan with detailed work plan to improve service delivery capacity of the Kabul Airport.
Deputy Ministry of Youth Affairs (DMoYA), Ministry of Information and Culture (MoIC) 	<ul style="list-style-type: none"> NIBP is supporting DMoYA in developing a youth strategy. NIBP reviewed the sustainability plan for Youth Information and Contact Centers (YICCs). NIBP supported organization of Youth General Assembly from 6-8 September 2011 in Kabul. The assembly was attended by HE Hamid Karzai, President of Afghanistan and several other personalities including 400 youth from across Afghanistan. NIBP supported UNV and DMoYA in organizing visit of Deputy Minister of Youth Affairs to attend the Global Volunteer Conference from 15-17 September 2011 at Budapest, Hungary.

Ministries/Agencies	Results/Outputs/Activities
	<ul style="list-style-type: none"> NIBP provided regular coaching and mentoring support to the staff including Directors of the four divisions of the Deputy Ministry on various topics related to their official works on daily basis.  <p>NIBP supported DMOYA in organizing capacity development training of staff of the Deputy Ministry at the Rajiv Gandhi National Institute of Youth Development (RGNIYD), India</p> <ul style="list-style-type: none"> NIBP supported DMOYA in organizing press conference in Sadarat building and media interaction on the occasion of 'World Population Day'. NIBP supported DMOYA in organizing fifth meeting of the SAARC technical committee on Youth, Women and Children on 16-17 July 2011 in Kabul.
Central Statistical Organization (CSO) 	<ul style="list-style-type: none"> NIBP supported CSO in organizing a Knowledge Management workshop and assessing the adequacy of statistical information system to develop a Management Information System (MIS). NBP supported CSO in conducting the feasibility study of a pilot project for statistical audit and strengthening of statistical cells in three line Ministries. NIBP supported CSO in monitoring and evaluation of the major statistical activities, projects and census/surveys of CSO. NIBP supported CSO in monitoring and evaluation of the ongoing NRVA Survey 2011. NIBP supported CSO in designing the structure of the Quarterly Report of the NRVA 2011 NIBP conducted a learning session on 'Adaptive Leadership' for the senior management of CSO and provided coaching to the staff

Ministries/Agencies	Results/Outputs/Activities
	<p>on 'Stability in Exchange Rate'.</p>  <p>HE President General of CSO is attending a learning session on 'Adaptive leadership' organized by NIBP</p> <ul style="list-style-type: none"> NIBP supported CSO in improvement of the design, content and outreach of its website and dissemination of official statistics.
<p>Ministry of Labour, Social Affairs, Martyred and Disabled (MOLSAMD)</p> 	<ul style="list-style-type: none"> NIBP conducted a series of learning classes for officials of MoLSAMD thrice a week on the subject of Project management. A special one week program was conducted on file management for middle and junior level staff on the request of the Human Resources department in September 2011. NIBP prepared concept paper on integration of Vocational Training Centers (VTCs) and Employment Service Centers (ESCs) and submitted to Deputy Minister. NIBP prepared and submitted ToRs and request papers for international advisors and submitted to CIM (Germany). A brain storming session was held to discuss NIBP activities in the office of the Deputy Minister for Labor Affairs and concerned DGs to explore areas where further assistance from the donors can be obtained. NIBP held a detailed meeting with senior representative of Central Statistics Organization (CSO). The meeting discussed various ways and means in which the data base capacity of the Ministry can be further strengthened. NIBP conducted consultation workshops for Director level officers of MoLSAMD to elicit more comments and suggestions on

Ministries/Agencies	Results/Outputs/Activities
	<p>strategic plan of the ministry.</p> <ul style="list-style-type: none"> • ToRs were prepared for the International Advisor and National staff to be recruited under the new PAD project. • NIBP supported the Social Affairs Deputy Ministry in preparing for the Technical Consultation Meet on Care Standards and Child Friendly Services under South Asian Initiative for ending Violence against Children (SAIEVAC) to be held in Kathmandu from 27-29 September.
<p>Department of Labour and Social Affairs, Martyred and Disabled (DoLSAMD)</p> 	<ul style="list-style-type: none"> • Training materials developed by NIBP on the Capacity Development Process adapted to subnational level. • Organic working support groups have been effectively organized in DoLSAMD. • Real Time Organizational Mapping of DoLSAMD units have been done with outputs validated by the corresponding unit managers and the DoLSAMD director • Assistance is being given to staff in the process of crafting Concept papers and proposals for DoLSAMD projects
<p>Ministry of Agriculture, Irrigation and Livestock (MAIL)</p> 	<ul style="list-style-type: none"> • NIBP helped prepare a three year budget for the new organizational structure for Executive support in the Chief of staff Directorate, Deputy Minister (Technical) and Deputy Minister (Admin & Finance). • NIBP helped to firm up the TORs for the executive support for Chief of Staff Directorate and for Deputy Minister (Admin & Finance). • NIBP operationalized a Capacity Development Package for the Executive Support Offices, in the form of a training plan. • NIBP prepared a concept note on Agriculture Shuras. • NIBP supported MAIL to formulate a proposal for a MoU with The Energy Research Institute (TERI), India in the area of Biotechnology. • NIBP supported MAIL by framing TORs for the positions of International Advisor Forestry (Kunar Project) and International Advisor Forestry (Eastern Provinces)

Ministries/Agencies	Results/Outputs/Activities
	<ul style="list-style-type: none"> NIBP organized a brainstorming session in MAIL for saffron development in Afghanistan. The session was chaired by Deputy Minister Technical. As a result of the brainstorming session a 5 year work plan on saffron development is prepared. NIBP provided capacity support to MAIL for the selection process for the post of Project Director, World Bank Project on Agriculture Input Supply. 
Department of Agriculture, Irrigation and Livestock (DAIL), Herat Province 	<ul style="list-style-type: none"> NIBP facilitated the conduct of a workshop on project management for key personnel in DAIL Department. Coaching and mentoring was conducted to assist the planning groups in formulating the strategic and operational plan. NIBP assisted in designing the process for the preparation of a draft Human Resources Development and Management Plan for DAIL. Coaching and Mentoring were conducted on Inventory and Control systems as follow-up for the training conducted and Human Resources Department for the development of the HRMD plan. Coaching and mentoring activities were conducted on a continuing basis to assist the planning groups in formulating the strategic and operational plan.
Ministry of Information and Culture (MOIC) 	<ul style="list-style-type: none"> NIBP assisted in preparing a Draft Broadcasting Policy of Afghanistan. NIBP has made the first draft on the culture policy of Afghanistan. The policy drafted in close consultation with the Deputy Minister for Culture in the month of July is now being submitted to the core drafting committee on the Culture Policy. The Proposal submitted by NIBP for the Automation of Bakhtar Information Agency was in principle accepted by the Indian Government for funding with the support of NIBP.

Ministries/Agencies	Results/Outputs/Activities
Ministry of Education (MoE) 	<ul style="list-style-type: none"> • NIBP terms of reference (ToR) in MoE were approved by HE Minister for Education. • NIBP prepared a concept note on capacity development for presentation at the Capacity Development Review Conference organized by the Human Resource Development Cluster on 21 September 2011. • NIBP initiated education sector analysis in the light of the National Education Strategy Plan (NESP) I (2006-'10), NESP II (2010-'14) and Interim Plan (2011-'13)

In addition to the services of CDAs to MoTCA, DMOYA, CSO, MoLSAMD, MAIL, MoIC and MoE, the GDPDM provided services of National Capacity Development Officers (CDOs) to the (1) Ministry of Economy (MoEc) and (2) IARCSC (Media section). A large number of standard radio programmes were produced in IARCSC (Media section), which were broadcasted through National Radio of Afghanistan. The services of CDOs in the ministries/ agencies primarily included coaching and mentoring of counterpart staff and working with them on day to day activities of the respective ministry /agency, besides assisting their respective CDAs.

Further, the GDPDM provided services of 4 National Capacity Development Officers (CDOs) at sub-national level in provinces of Herat (1), Balkh (2) and Nangarhar (1). 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 IARCSC. The CDOs were involved in implementation of CD activities under the overall framework of sub-national PAR. Important results / outputs / activities, apart from coaching and mentoring of counterpart staff and working with them on day to day activities, included:

- Completion of the Need Assessment Operational Program for Civil Servants of North Regional.
- Follow up on the Provincial CD Plan which was prepared by the CSC HQ earlier.

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

The NIBP modality of twinning arrangement as a capacity development tool essentially aims to develop partnership between Afghan government ministries/agencies with corresponding ministries/ agencies of a regional government for inter-governmental transfer of knowledge and skills. During the reporting period NIBP received approval of signing twinning MoUs through Embassy of India with 1) Ministry of

Youth Affairs Sports; 2) Ministry of Transport; 3) Ministry of Human Resource Development; 4) Ministry of Labour and 5) Ministry of Social Justice of Government of India. These twinning MoUs are likely to be signed in the fourth quarter of 2011.

Subsequent to the signing of 'twinning MoUs' with ministries of India in the first and second quarter, NIBP facilitated visit of a high level delegation led by the Deputy Minister of Ministry of Information Mr. Mabarez Rashedi to the Ministry of Information and Broadcasting, Government of India, New Delhi during the 31st of July 2011 and 5th August 2011. The purpose of the visit was to get an exposure to the delegation on the functioning of the various media units of the Ministry of Information and Broadcasting, and on how they disseminate information in a coordinated manner. The delegation met the Secretary, Ministry of Information and Broadcasting to seek India's help in the areas of training journalists; preparation of Broadcasting Policy and Regulations in the field of autonomy to the State Owned Radio and TV. He also sought help in establishing a training center for the Ministry of Information and Culture. The delegation visited the Press Information Bureau (PIB) and looked at the various facilities at PIB. PIB has offered to train 10 Afghan State Media officials on a regular basis for their capacity building in information dissemination.

The Delegation also visited the Doordarshan News Studio and other facilities. The Delegation was shown the entire production, editing, and studio and transmission facilities. Deputy Minister sought help of India in training RTA Staff in News Editing, Production, Video Editing and Documentary Making. The Afghan Delegation visited the Studios and Production Center at the News Services Division of All India Radio. Afghan Delegation sought help from the Indian side on the training of staff who are working on the English and Urdu News facilities.



HE Mabarez Rashedi, Deputy Minister of Information meeting with Secretary, Ministry of I&B, GOI



HE Mabarez Rashedi, Deputy Minister of Information visiting Press Information Bureau, India

During the reporting period, efforts are also made to develop partnership with other countries of region such as Sri Lanka, Bangladesh, Nepal, Turkey, Azerbaijan, Poland, Singapore, Thailand and Malaysia to expand and diversify the capacity development support base in the public sector organizations of Afghanistan.

KOICA Training:

Under the existing twinning arrangement with Korea International Cooperation Agency (KOICA), called the 'Joint Technical Cooperation Programme' for capacity development of Afghan civil servants, NIBP deputed 18 Afghan civil servants to attend a two week training programme on "Local Administration for Afghanistan" during the reporting period, the results of which are presented below:

Course Title: **Local Administration for Afghanistan**

Course Duration: **July 14 to 30, 2011**

Course Objectives: The objectives of the course were to enhance the administrative competence of Afghan participants in local administration and to share Korea's economic development strategy and development experience in local administration.

Training Organization: Gyeonggi Human Resource Development Center, South Korea

Outputs / Results achieved: The course resulted in enhancement of the understanding of strategies for decentralization and governance reforms, core issues of public policy and challenges of local administrative system for providing good governance. Course contents included inputs on Promotion Strategy of Korean Economic Development, National Strategy for Regional Development, Good Governance of Local Government, and Strategy for Transparency Enhancement. Group discussions and presentation enhanced the understanding of participants in local administration status and national rebuilding process in Afghanistan.



Group of Participants of the Course on Local Administration for Afghanistan



Participants on a field visit to learn sustainable local development

A total of 78 civil servants, as per the details given in the table below, have undergone capacity enhancement during the four KOICA training programmes organized during the year so far.

S N	Course Title	Number of trainees				
		Total	Men	Women	National Level	Sub-national Level
1	Gender Equality Policy Development for Afghanistan	20	6	14	20	0
2	Statistical Training for Afghanistan	20	18	2	20	0
3	Labor Relations and Coordination for Afghanistan	20	18	2	12	8
4	Local Administration for Afghanistan	18	16	2	7	11
Total		78	58	20	59	19

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. Apart from the technical learning, the overall experience of visiting a foreign country provided an exposure to the participants resulting into subtle / covert capacity development by way of confidence building.

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

NIBP pursues to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. Training sessions on subject such as Gender and Development, Gender Mainstreaming and Gender Budgeting were organized during two weeks training held at RGNIYD, India for the staff of DMOYA.



Trainees of DMOYA interacting with female HIV patient during the field visit in India

Indicator 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.

NIBP provides 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. The project has placed the services of two National Capacity Development Officers (CDOs) with MoEc to support ICCD secretariat functions. NIBP supported participation in the Capacity Development Review Conference organized by the Human Resource Development Cluster in MoE, which was attended by cluster ministries and donors.

Output 2: “Institutional and Organizational capacity of selected 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 selected government entities through provision of coaching and advisory services of CDAs in alignment with CTAP.

NIBP provides services of CDAs to select ministries in alignment with the Civilian Technical Assistance Programme (CTAP) of the MOF. The CDPs prepared by the ministries with the help of CDAs creates a window for donors to provide off-budget support to CTAP. Effective second quarter of 2011, NIBP activities in MoTCA and DMOYA and programmatic support to the capacity development cluster were taken up under funding from Japan, the results of which are reported in output 1.

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.

The General Directorate of Programs’ Design and Management (GDPDM) is the lead department of IARCSC for undertaking institutional capacity development of Public Sector in Afghanistan. GDPDM is the government counterpart of UNDP for implementing NIBP for the institutional capacity development of Afghan ministries/agencies at the national and subnational level.

During the reporting period, important activities/ outputs/ results of NIBP advisory support to GDPDM are presented below.

- The GDPDM represented Afghanistan at the Africa Regional Meeting on Peace-building and State-building held in Addis Ababa, Ethiopia from 7-9 September 2011. NIBP provided support at the meeting through advisory services on the topics of aid effectiveness and its role in peace-building and state-building and the importance of donor coordination to achieve goals. Following on previous support provided to GDPDM during meetings in Paris, Kinshasa, and Monrovia; for the Addis Ababa meeting, NIBP increased its level of support through more direct participation and representation of the Afghanistan experience in peace-building, state-building, donor coordination, and aid effectiveness.
- NIBP provided support to GDPDM in taking part at a workshop entitled 'Promoting Development Transformation through Capacity Development Facilities: A review of experiences and lesson learned in Afghanistan, Nepal and Timor Leste' from 19-20 September 2011 at Bangkok, Thailand. Mr. Rohullah Osmani, Director General of GDPDM represented Afghanistan at the workshop and presented his experiences and lesson learned in the field of development through capacity development. The workshop reviewed the Capacity Development Facilities (CDF) in Afghanistan, Nepal and Timor Leste. The workshop led to the increased understanding of common issues and challenges faced by participants' countries in the area of development transformation through capacity development.



NIBP supported GDPDM in participating at a workshop at Bangkok entitled 'Promoting Development Transformation through Capacity Development Facilities: A review of experiences and lesson learned in Afghanistan, Nepal and Timor Leste'

- NIBP provided support to the GDPDM through a discussion on challenges to peace-building and state-building. A comparative review of efforts taken by other countries facing similar challenges was also performed.
- The GDPDM represented Afghanistan at anti-corruption seminar from 18 to 22 July 2011 at Singapore, organized under the Japan-Singapore Partnership Programme for the 21st Century (JSPP21). The one-week seminar aimed to strengthen the capacity of senior Afghan policymakers in the field of good governance and managing corruption, which are current key priority areas for the Afghan Government. It included site visits to Singapore's Corrupt Practices Investigation Bureau and Supreme Court. NIBP supported GDPDM in preparing concept paper and other materials for active participation in the conference.

- NIBP continued support to GDPDM through facilitating in-house anti-corruption training seminars in-line with the broader Japan-Singapore supported anti-corruption program which IARCSC leadership attended in Singapore in July 2011. These sessions were useful for the staff of GDPDM for getting deeper into practical effects through day to day work, including a review and discussion on Codes of Conduct.
- NIBP provided support to the IARCSC through a discussion on the role of job creation in improving state stability. A review was done of the job creation efforts in Afghanistan with other fragile and conflict/post-conflict countries to learn the lesson from the similar experiences.
- NIBP provided support to the IARCSC through continuation of development of a system to manage direct-hired international advisors. Initial drafts of Standard Operating Procedures (SOP) and document templates were reviewed through a consultative process with NIBP/UNDP and GDPDM.
- NIBP developed a guide for GDPDM for gathering employees' feedback for the purpose of organizational enabling environment evaluation. Coaching sessions were continuously held during the reporting period to explain the guide and walk through the process.
- NIBP provided support to the IARCSC through development of a system to manage direct-hired international advisors.
- NIBP supported visit of a delegation led by Mr. Rohullah Osmani, DG, GDPDM/IARCSC to Asian Institute of Technology (AIT), Bangkok, Thailand in September 2011. The delegation sought a framework agreement with AIT and invited institute's representatives to visit Kabul to formalize the agreement.



NIBP supported visit of a Delegation led by Mr. Rohullah Osmani, Director General, GDPDM/IARCSC to Asian Institute of Technology (AIT), Bangkok, Thailand

The NIBP also supported the other department of IARCSC namely Civil Services Management Division (CSMD) and the public relation and media section of IARCSC. Important results/ outputs / activities included:

- NIBP supported CSMD in preparing, editing and publishing newsletter on four recently held events on the CSMD website.

- NIBP provided support to CSMD for collecting data, providing training to the staff of IARCSC, IDLG and MoF for making action plan and budget plan for National Priority Programme (NPP).
- Preparation of newsletter and brochure to disseminate information on the reform process of CSMD.
- NIBP provided regular coaching and mentoring support to the staff of the CSMD in the regions.
- Advocacy and Communications for IARCSC: Production of 16 CSC radio programs in Dari and Pashto which were broadcasted through National Radio of Afghanistan, sound editing of all 16 CSC radio programs, narration of 16 radio programs in both languages, rewriting 4 appraisal performance TV clips for CSC Evaluation Directorate, performing the boss character in all 4 TV clips for the CSC Evaluation Directorate, writing 8 radio dramas for the CSC radio programs, writing 4 TV dramas for the CSC TV programs writing 5 TV spots, writing 5 Radio spots, rehearsal and directing of 4 radio and TV dramas and coaching and giving advice to the Video Staff section regarding Photography , film making and lighting in the CSC studio in order to produce standardized programs.

Indicator 3.2: A National Training Policy developed.

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

Indicator 3.4: Operational capacity of RTCs and PTCs .

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 Centers (RTCs) and Provincial Training Centers (PTCs) at the sub-national level. On account of inadequate mobilization of resources for these activities and factoring other support already available with the institute, the implementation of these activities did not commence. The NIBP has issued a clarification note to all donors as well as to IARCSC to the effect that the UNDP support for training institutes would cease to exist on complete utilization of donor resources already available with Afghanistan Sub-national Governance Programme (ASGP) for PTCs.

Advocacy and Communications:

NIBP has initiated proper documentation and dissemination of success stories to all stakeholders. During the reporting period, NIBP published a success story on NIBP work in the Ministry of Information and Culture (strengthening reporting and public information) with the support of communications unit of UNDP. The success story is on the website of UNDP.

NIBP also printed Capacity Development Plans of the 1) Ministry of Transport and Civil Aviation (MoTCA); 2) Deputy Ministry of Youth Affairs (DMoYA); 3) Central Statistical Organization (CSO); 4) Ministry of Agriculture, Irrigation and Livestock (MAIL); 5) Ministry of Labour, Social Affairs, Martyred and Disabled (MoLSAMD) and 6) Ministry of Information and Culture (MOIC) and distributed to the government partners, donors and other stakeholders of the respective ministries.

The fact sheet of the UNDP is updated on UNDP website during the reporting period.

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 the 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, support was provided to the National State Governance Project (NSGP) of UNDP and inputs were provided on the CD plan for the president's office being prepared by NSGP. Inputs were also provided to Afghanistan Peace and Reintegration Program (APRP) on coordination with other CD partners in the field of peace and reintegration.

As part of CD Cluster activities, NIBP supported capacity development in Independent Directorate of Local Governance (IDLG).

Important results / outputs / activities included:

- An exposure visit was organized for an IDLG delegation led by Deputy Minister (Policy), IDLG to India from 15-23 September 2011. The visit and various activities enabled IDLG to revive and activate the memorandum of understanding signed by IDLG in 2008 with different government entities and training institutes in India for bilateral capacity development support for strengthening local governance in Afghanistan.
- A training of trainers (ToT) program was organized from 19-24 September 2011 at New Delhi, India for 16 trainers of IDLG. The ToT resulted in sharpening the training skills of the existing trainers and helped develop a pool of trainers in IDLG who can transfer skills to more trainers in the provinces.
- A proposal was prepared for complete connectivity of PGOs. This would directly feed into the bigger E-Governance objective of IDLG.
- NIBP supported the conceptualization and execution of training programs/plan for the Tashkeel staff of the directorate on Local Councils in IDLG. NIBP supported IDLG in development of standard forms such as trainer assessment form to evaluate the training programs on procurement and financial management. IDLG was supported in preparing and finalizing the capacity development sub components under the National Priority Program for Local governance.

Policy Analysis and Development (PAD):

The UNDP Afghanistan has been supporting the ministries / agencies of GIORA in setting up units for policy analysis and development. Such capacity development strengthens the enabling environment. Given the nature of the activities that strengthens the institutions, effective 1 April 2011, the activities of PAD were merged with NIBP and the residual activities of PAD were taken over by NIBP in the following ministries / agencies:

- 1) Ministry of Agriculture, Irrigation and Livestock
- 2) Da Afghanistan Bank (DAB)
- 3) Ministry of Mines (MoM)
- 4) Ministry of Labour, Social Affairs, Martyred and Disabled (MoLSAMD)

During the reporting period activities are undertaken in MAIL regarding PAD implementation are recruitment of eight policy advisors (they are in position), Capacity Development for policy analysis and programme implementation at rural level, marketing and market linkages of agriculture products, establishment of Public Private Partnership (PPP), Financial services for agriculture development and support to peace and reintegration process.

III. Implementation Arrangements

The Project is implemented through the Direct Implementation Modality (DIM) of UNDP. The IARCSC is the Government Counterpart Agency for the Project. The IARCSC represents Government of Afghanistan in the Project and is responsible for the implementation of the project. A Letter of Agreement (LoA) has been entered into between the IARCSC and UNDP for this purpose. In line with the UNDP programming guidelines, IARCSC has been given the lead role for managing the project. This is in consonance with the Kabul process of Afghan leadership and ownership. 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 would 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 Capacity Development projects: With the emergence of the Civilian Technical Assistance Programme (CTAP) of Ministry of Finance (MoF), which like NIPB places the services of Advisors in selected Ministries, NIBP may face competition to its capacity development activities. To address this challenge, efforts are being made to ensure that there is no duplication of efforts. It also calls for repositioning of NIBP vis-à-vis other Capacity Development projects in Afghanistan. NIPB continues to maintain its unique position by following a demand driven approach and by ensuring the ownership of the client ministry at all stages. With regard to the possibility of other CD projects occupying the market share of NIBP, this challenge is being addressed by focusing on the comprehensive

CD approach of NIBP, which is backed by sector-specific CDPs and appropriate twinning arrangements with other countries for the implementation of many capacity needs.

Resource mobilization: The current resources available with the project can only support a moderate scale of operation. More resources would be required to expand the operations to the full scale as intended in the project document. With the development of CDPs in respect of many ministries, which have been well received by all stakeholders, including the donor community, it is expected that the project would be successful in mobilizing additional resources for the implementation of those CDPs.

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 where they have little control on who meets them. Moreover, the security operations in these offices are managed by the ministries and UNDP cannot impact it beyond ensuring basic security and safety norms in the room where the CDAs are located. 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.

Issues

Expansion of project activities at sub-national level: Convergence between similar NIBP projects dealing with capacity development at sub-national level is most crucial to avoid duplication of efforts and also to maximize the overall impact of CD efforts by building strong synergies between the national and sub-national levels. A chain is only as strong as its weakest link. Accordingly, capacity development at the sub-regional level is most critical for efficient and effective delivery of services to the target groups. Therefore, efforts are being made to expand the presence of NIBP's institution building CD activities at the sub-national level.

Integrating NIBP office with government partner: With a view to making the project demand driven and Afghan-led and owned, GDPDM of IARCSC has been nominated as the implementation agency and plays a lead role in decision making within the project and in directing the project efforts to address the national priorities.

V. Lessons Learnt

Unlike many other CD projects in Afghanistan, NIBP adopts a totally demand driven and comprehensive approach where the entire emphasis is on making the best out of local capacity and local resources. The unique selling point of the project is that creates a shared vision and a sense of belongingness among the stakeholders at every stage of the CD process so that it is internally-driven and internally-led. An important lesson learnt from the

project implementation so far is the need to differentiate NIBP from the other CD projects which are usually supply-driven. This needs to be advocated more effectively to give the project greater visibility.

The strength of NIBP lies in its approach of placing the services of experienced advisors within each ministry covered under the project, which gives it a better outreach to appreciate and understand the needs of the client, and to facilitate an internal process of capacity development within such ministries. However, the base built by CDAs often gets jeopardized when there is change of leadership at the top. Therefore, such eventualities need to be factored while determining the project targets. Further, the level of responsiveness to the CD process may vary from ministry to ministry, which may result in with varying degree of success. The project evaluation therefore needs to be sensitive to such ground realities.

Sourcing of qualified CDAs is another big challenge, as the success of the project largely depends on the quality of advisors it has. There is need to diversify the sourcing of international advisors to the extent possible so that the range of domain expertise is broad based. The experience of NIBP so far with the South-South cooperation has been most encouraging. This is also in consonance with the Kabul process which lays a great deal of emphasis on regional cooperation. This process needs to be further expanded and diversified. In order to have a wide range of choice in the selection and deployment of international advisors with minimum gestation period, it would be a good idea for the project to develop a roster of experts and advisors from diverse disciplines and sources.

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

Defining and measuring CD is another challenge. The project addresses this by focusing on the outcomes and impact at all the three levels of capacity development.

VI. Future Plan

Focus on CD at the enabling environment level by impacting policymaking, planning and strategy will continue to be the priority area for NIBP, besides assisting building up capacity at organizational and individual through advisory and coaching services. The project shall continue to focus on institutional capacity building so that it is less vulnerable to changes at the top level. Care would also be taken to ensure that CDAs do not replace capacity within the ministry by performing in-line jobs, but build local capacity that can be sustained and developed from within overtime. While maintaining the advisory services at the national

level, conscious efforts shall be made to expand capacity development at the sub-national level. NIBP has already received specific donor support to undertake CD activities at sub-national level, and the services of a CDA have been recently placed in the northern region. Efforts shall continue to mobilize greater resources to expand the presence of NIBP at the sub-national level during the coming year.

Building upon the success of the South-South cooperation the effort shall now be on both consolidating the existing activities and diversifying the process by entering into similar twinning arrangements with other countries in the region and beyond. Some of the countries with whom negotiations are currently on include Bangladesh, Nepal, Sri Lanka, Malaysia, Thailand, Singapore and Poland. Efforts shall be made to diversify these efforts by including more countries. With the completion of CDPs of many ministries the focus would now shift to implementation of the CDPs. This would require technical workshops to be held for developing project proposals that could be posed to different donors for funding. Emphasis shall also be laid on increasing training programmes and exposure visits under the project for key Afghan staff. With a view to expanding the activities of NIBP at the national and sub-national level, new CDAs would be recruited in the coming months. The sourcing of CDAs shall be diversified by extending the south-south cooperation modality to other regional countries. Further, in order to realize the objectives intended in various twinning arrangements, the services of experts would also be hired for delivery of specific services which are beyond the domain expertise of CDAs. The partnership with GDPDM shall be further strengthened to align the project activities with Afghan priorities. Convergence within the project and between similar UNDP projects will be further strengthened to promote the "One UNDP" approach to CD in Afghanistan.

A lot of emphasis would be laid on resource mobilization in order to increase the scope and magnitude of the project operations. Having developed multi-dimensional experience and expertise in working at the national and sub-national level in the field of capacity development, NIBP can reposition itself as an effective "Capacity Development Facility" in Afghanistan in addition to its own activities, which can be utilized by donor partners for capacity development in their priority areas. This may be considered at the mid-term review of the project to expand its scope.

VII. Financial Information

Table 1: Total Income and Expenditure (Quarter 3 of 2011)

Donor	INCOME			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)	Total Expenditure from Jan to Sep 2011 (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	53,447	89,827	400,202	
Japan	2,000,000	2,000,000			1,600,102	1,600,102	399,898	
India	4,320,000	2,160,000	2,160,000		732,815	732,815	1,427,185	
Italy	1,233,046	1,233,046		37,655	663,386	701,041	532,005	
SDC	1,807,709	935,546	872,163		464,160	464,160	471,386	
UNDP	3,391,022	3,391,022		2,054,362	105,353	2,159,715	1,231,307	
Total	13,467,435	10,435,272	3,032,163	2,249,109	3,723,075	5,972,184	4,463,088	

Note :

- i) Expenditure reported for the accounting period 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 3 of 2011)

Project Output		Budget AWP 2011	Total Expenditure from Jan to Sep 2011	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	1,910,470		
	GMS	208,287	133,733		
Subtotal		2,975,528	2,044,202	68.70%	
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	166,534		
	GMS	34,932	11,657		
Subtotal		499,032	178,191	35.71%	
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	839,890		
	GMS	119,648	58,792		
Subtotal		1,709,269	898,682	52.58%	
Output_4	Project Management Support	563,480	464,155		
	GMS	42,413	32,491		
Subtotal		605,893	496,646	81.97%	
Output_5	Support to Policy Analysis and Development	1,336,660	105,353		
Subtotal		1,336,660	105,353	7.88%	
Total		7,126,382	3,723,075	52.24%	

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

Donor	Project output	Budget AWP 2011	Total Expenditure from Jan to Sep 2011	Delivery Rate (%)	Remarks
AusAID	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	97,021	97,021		
	GMS	7,303	6,791		
	Subtotal	104,324	103,812	99.51%	
CIDA	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	49,950		
	GMS	34,932	3,497		
	Subtotal	499,032	53,447	10.71%	
Japan	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	403,500	492,339		
	Output 2: Institutional and Organizational capacity development of select government entities through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)		116,584		
	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	1,100,900	697,856		
	Output 4: Project Management Support	355,600	188,644		
	GMS	140,000	104,680		
	Subtotal	2,000,000	1,600,102	80.01%	
India	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	1,004,400	684,874		

	GMS	75,600	47,941		
	Subtotal	1,080,000	732,815	67.85%	
Italy	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	812,341	433,758		
	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	156,100	3,538		
	Output 4: Project Management Support	120,000	182,691		
	GMS	81,925	43,399		
	Subtotal	1,170,366	663,386	56.68%	
SDC	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	547,000	299,499		
	Output 3: PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	235,600	41,476		
	Output 4: Project Management Support	87,880	92,820		
	GMS	65,520	30,366		
	Subtotal	936,000	464,160	49.59%	
UNDP	Output 5: (Selected Government agencies and Ministries were supported for policy analysis and development)	1,336,660	105,353		
	Subtotal	1,336,660	105,353	7.88%	
	Total	7,126,382	3,723,075	52.24%	

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	MAIL, DAIL (Herat) and MoIC presented CD plans to the stakeholders	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 234 + 368 = 602	1
	# 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 = 2	0
	# of twinning arrangements in place	# of twinning arrangements in place - 0	# of twinning arrangements in place – 12	# of twinning arrangements in place – 9	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.	0
	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

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	*Total Budget or Cost in USD
1	Policy document and strategic Plan for improving and strengthening aviation security capacity of the MoTCA	NIBP	Senior officers of the Ministry including Minister and other stakeholders	August 2011	----
2	A comprehensive work Plan for implementation of the Civil Aviation twinning MoU with Government of India	NIBP	Senior officers of the Ministry including deputy minister and other stakeholders	August 2011	-----
3	A detailed technical specification and other requirements for donation of 1000 public transport buses	NIBP	Senior officers of the Ministry including deputy minister and other stakeholders	September 2011	-----
4	Training Needs Analysis (TNA) Questionnaire and Instruction Material for assessment of training needs of individual employees and development of a Training and Development Policy for CSO	CSO-NIBP	President General and all Heads of Departments of CSO	August 2011	.---
5	Strategy paper on receiving support in the area of capacity development of from Embassy of India	NIBP	Deputy Minister of Youth Affairs	August 2011	---
6	Work Plan (2011-12) for Implementation of twinning MOU signed between Central Statistics Organization (CSO), Afghanistan and Ministry of Statistics and Programme Implementation (MoSPI), India under the NIBP's South-South Cooperation	CSO-MoSPI	President General and all Heads of Departments of CSO, Secretary and senior Officers of MoSPI	September 2011	---
7	CSO Website contents on Capacity Development and Role of CSO in Monitoring and Evaluation of ANDS	CSO	Heads of Dissemination and MIS in CSO	September 2011	---
8	A concept note on Agriculture Shuras	NIBP	Senior management of MAIL	September 2011	----
9	Capacity Development Package for the Executive Support Offices of MAIL to augment functional capacities of the personnel of Chief of Staff Office	NIBP	Senior management of MAIL including Minister and Chief of Staff	July 2011	----

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	*Total Budget or Cost in USD
10	Concept note and a proposal for a MoU between MAIL and The Energy Research Institute (TERI), New Delhi, India in the area of Biotechnology	NIBP	Senior management of MAIL	August 2011	----
11	Strategic Plan of MoLSAMD (Final Draft)	NIBP	Senior management including deputy Minister of Social Affairs	August 2011	----
12	Concept paper on integration of VTCs and ESCs	NIBP	Senior management including deputy Minister of Social Affairs	September 2011	----
13	Information dissemination strategy of Afghanistan	NIBP	Senior management of MoIC including deputy minister information	September 2011	---
14	Culture Policy of Afghanistan (Draft)	NIBP	Senior management including deputy Minister of Social Affairs and other stakeholders	July 2011	
15	Broadcasting Policy of Afghanistan (Draft)	NIBP	Senior management including deputy Minister of Social Affairs	August 2011	---
16	Concept note on capacity development for presentation at the Capacity Development Review Conference organized by the Human Resource Development Cluster on 21 September 2011	NIBP	Senior management and stakeholders of MoE	September 2011	---
17	Trainer assessment form to evaluate the training programs for the staff of IDLG	NIBP	Senior management of IDLG	August 2011	---

(*Works carried out by NIBP CDAs without any incremental cost to the project)

Annex 3 - Training and Capacity Development Outputs

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	International training of staff of the Deputy Ministry of Youth Affairs	15-28 September 2011, Tamil Nadu, India	Deputy Ministry of Youth Affairs and provincial youth directorates	12	Improved capacity of the staff of the Deputy Ministry of Youth Affairs and provincial youth directorates in the areas of youth development	Conducted by DMoYA
2	First Technical working Group (TWG) Meeting to implement CDP of DMoYA	7 August, Kabul,	DMoYA	18	Support for implementation of CDP of DMoYA	---
3	Exposure visit of HE Deputy Minister of Youth Affairs	15-17 September 2011, Budapest, Hungary	DMoYA	1	Enhanced capacity of the deputy minister on volunteerism	Organized by UNV and supported by NIBP
4	Fifth meeting of the SAARC technical committee on Youth, Women and Children	16-17 July 2011, Kabul,	DMoYA, MoWA, MoLSAMD	6	Enhanced knowledge on Youth situation in SAARC countries	Organized by DMoYA and MoWA and supported by NIBP
5	Training Need Assessment of Directors	September 2011, Kabul,	DMoYA	2	TNA will help in providing coaching	NIBP CDA
6	Coaching and mentoring to the staff of Deputy Ministry	July to September, 2011, Kabul,	DMoYA	20	Enhanced capacity of the staff of DMoYA	NIBP CDA

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
7	Knowledge Management Workshop	July, CSO, Kabul	CSO, line Ministries and International Community	40	Enlisted support for CSO from all participant stakeholders to work for development of a Statistical Information System under the overall Knowledge Management Framework for Afghanistan	NIBP CDA
8	Learning Session on 'Adaptive Leadership' for senior management of CSO	July, CSO, Kabul	CSO	20	It has a major impact on senior management of CSO to carry out change management process in CSO through motivation, team spirit and participatory decision making.	NIBP CDA
9	Learning session on Project Management	July-September, Kabul, ghanistan	MoLSAMD	20	Capacity Development on Project Management	NIBP CDA
10	One week training session on File Management	13-18 September 2011, Kabul,	Human Resource Department of MoLSAMD	20	Capacity Development on file management	NIBP CDA
11	Workshop on CDP of MoLSA	16 July 2011, Kabul,	MoLSAMD	15	Created awareness on CD issues of MoLSAMD	NIBP CDA
12	One day brainstorming session on NIBP activities	July 2011, Kabul,	MoLSAMD	12	Created awareness on the NIBP activities in MoLSAMD	NIBP CDA
13	Exposure visit of HE Deputy Minister of Information	31 July to 5 August 2011, New Delhi, India	MoIC (Information)	3	Created awareness to the delegation on the functioning of the various media units	----

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
14	Local Administration for Afghanistan	14-30 July 2011, Kabul,	IDLG and GDPDM	18	Enhanced administrative competence of Afghan participants in local administration	Conducted in partnership with KOICA
15	Capacity Development Support	July-September 2011, Kabul,	Chief of Staff office	6	Enhanced capacity in Office filing system	NIBP CDA
16	Exposure visit for an IDLG delegation led by Deputy Minister (Policy)	15-23 September, India	IDLG	5	Enhanced knowledge and relation with subnational governance institutions of India	----
17	Training of Trainers on local governance	19-24 July, India	IDLG	16	Enhanced training skills of the existing trainers	---

Annex 4 - RISK LOG**Project Title: National Institution Building Project (NIBP)****Award ID: 00058898****Date: 1st October 2011**

#	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 2011	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	July 2011	Increasing
3	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 + CD Plans and UNDP approach to CD presentation workshops to establish uniqueness of NIBP	Project Manager	Project Officer	July 2011	Reducing

Annex 5 - ISSUE LOG

ISSUE LOG					Date:	01 October 2011
Award ID:		00058898	Project:		National Institution Building Project (NIBP)	
ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author
1	Financial	January 2010	Resource Mobilization	High	October 2010	Project Manager
2	Operational	April 2010	Coordination of project activities at sub national level	Medium	July 2011	CD Program Officer
3	Organizational	January 2010	Integrating NIBP office with government partner	Medium	October 2010	Operations Manager
4	Operational	January 2011	Transport for NIBP nationals and internationals	High	July 2011	Operations Manager